Foundations of Tactical Leadership Lab

I. Course Description (from catalog)

The lab component explores the practical applications of the lessons being taught in the classroom. Once a month, or as dictated by the Lab Schedule in Annex A, students will participate as a team member through a variety of group exercises and tactical scenarios. The emphasis is on exploring and developing skills in decision-making that the student will need in their advanced classes. The lab continues to build on developing knowledge of the leadership attributes and core leader competencies through the understanding of Army rank, structure, and duties as well as broadening knowledge of land navigation, individual, squad, and platoon tactics. An additional component of the lab assessment is the attendance at scheduled physical training sessions.

II. Learning Objectives/Outcomes

A. Overview. The overall objective of this course is to give the student an opportunity to apply the lessons being taught in the classroom. It will also prepare the student for success in the Cadet Leadership Course (CLC) and to develop the student into a leader imbued with the Warrior Ethos, who can think critically and will be capable of leading Soldiers in the Contemporary Operating Environment (COE) at their first unit of assignment. This course has two specific learning objectives listed in Course Topics. By the end of this course each student will be able to:

B. Learning Objectives

1. MS I Cadets will understand the expectations and basic duties of a team member.

2. MS II Cadets will understand the role and duties of a team leader and will be introduced to the responsibilities of a squad, platoon, and company leader.

3. MS III Cadets will understand the responsibilities of a squad, platoon, and company leader.

4. MS IV Cadets will perform roles at a battalion level, staff garrison and field exercises, and set command policies with mentorship and coaching from the Professor of Military Science (PMS).

5. All MS Levels - Land Navigation: Student learning objectives Passing Land Navigation requires that a Cadet with a map, protractor, compass and a pace count (how many strides p/ 100 meters) find five out of eight designated points on the map using various methods taught (intersection, resection, dead reckoning, terrain feature, etc.) according to FM 3-25.26 Map Reading and Land Navigation. Passing Night Land Navigation, the Cadet must score three out of five points.

6. MS Levels III - Leadership Evaluation: Passing the various leadership positions entails putting the Cadet in leadership positions and evaluating their performance based on 16 leadership dimensions.
The nature and scope of the position depends on the Cadets MS year level. MSI’s and MSII’s generally placed in Team Leader positions. MSIII’s positions are scheduled and evaluated as squad, platoon, and company leadership. Cadre and upper classmen mentor and coach the basic and advanced level Cadet’s.

7. This is a 1 credit hour course. Innovative Team Leadership Labs (MSCI 2170.001) will be conducted on Fridays 0800-0950, or IAW the Training Schedule and in the vicinity of TAMUCC, Corpus Christi (including Momentum Campus and at times McGloin Ranch). Various labs may begin earlier depending on training objective and task and will identified in the training schedule well in advance. See attached Course Map for full Course Schedule. Physical Training (PT) is also required, see below for specific guidance.

8. All Contracted MSL Cadets are required to attend physical fitness training Monday-Thursday from 0600-0700. Attendance points are acquired and applied to your semester lab grade.

III. Major Course Requirements. NOTE: Contracted Cadets are required to participate in ALL ROTC activities as stated in their contract. This includes Physical Fitness Training (PT), Field Training Exercises, Color Guard, and Program-led events throughout the semester.

A. Class Participation (40%). You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes attendance, leading labs, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in field and classroom exercises.

1. This lab will be conducted in an interactive manner, and most will be held outdoors. Everyone will be responsible for contributing to the success of the learning experience. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs and physical fitness training. Contracted Cadets are required to participate in the full program.

2. MSIVs serve as trainers for MS I-IIIIs on topics ranging from basic military discipline and drill and ceremony to platoon tactical operations.

B. Army Physical Fitness Training (40%). Army Physical Fitness Training (PT) is an integral part of the Cadet experience and is a necessary tool for training physical readiness and unit leadership. TAMU-CC ROTC contracted Cadets are REQUIRED to attend PT MON – THU from 0600-0700. Details will be provided on the unit training schedule. Attendance is taken at each formation. Cadets are authorized a limited number of absences for the semester, see attendance/tardiness policy below for detailed explanation.

C. APFT (20%). As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a “Record” APFT at the beginning of the spring semester and a “diagnostic” APFT at the end of the semester. Each is worth the raw points per the APFT score card, divided by 3. For example, if a Cadet scores 260 on the APFT, that translates to 87 points for that portion of your lab grade. The APFT will count twice in the semester, once each for the record and diagnostic tests. For academic grading purposes, “pass/fail” will not apply, only the points. For example, if a Cadet scores a 178 on the APFT, that translates to 59 points for that portion of the lab grade.

IV. Evaluation and Grading.

1. Point Structure
   Class Participation 40%
Physical Training 40%
APFT 20%

2. The following grading scale will be used based on 100% points possible.

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<tr>
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<td>60-69</td>
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V. Required or Recommended Readings

A. A comprehensive listing of Army resources that directly apply to the course material can be found below. Specific reading requirements will be identified on the BlackBoard course site for each session. A more exhaustive list of applicable resources is provided at the end of this syllabus.

B. Required Materials available online at:
      - Army Doctrine Publications (ADP)
      - Army Doctrine Reference Publications (ADRP)
      - Field Manuals (FM)
      - Leader Guide (LG)
      - Army Regulations (AR)
      - Training Circulars (TC)
      - Other Resources
   2. [https://rotc.blackboard.com/webapps/portal/frameset.jsp](https://rotc.blackboard.com/webapps/portal/frameset.jsp)
      - Cadet eBook
      - Leadership Development Program Handbook

VI. Optional Materials

PlatoonLeader Forum - The PlatoonLeader forum is an interactive social networking site for the professional development of junior officers. This site provides Cadets the opportunity to engage one’s peers, learn from the experiences of others, and develop relationships in a virtual environment. MSLIV Cadets are strongly encouraged to register and participate on this forum. The link to PlatoonLeader is located on the ROTC Blackboard website under the Interesting Links block or at: [http://platoonleader.army.mil/](http://platoonleader.army.mil/).

VII. Course Policies

A. Attendance/Tardiness Contracted Cadets are authorized four PT absences, and one Lab absence for the semester before points are taken away in the corresponding attendance categories. Non-Contracted Cadets must attend at least four PT sessions, one Ruck march, and are authorized one Lab absence. If you are not able to make a lab, speak with the instructor no later than (NLT) 72 hours (3 business days) in advance in order to work out a way to make up the material discussed. Tardiness will NOT be tolerated; however, circumstances may arise that may hinder your ability to make it to class on time. Be prepared to speak with the instructor after class to explain the situation. This is a professional courtesy to both your classmates and the instructor. It is up to the instructor discretion as to whether the tardiness was avoidable, or not. The instructor may count the Cadet as absent, at his or her discretion, if the tardiness is determined to be without justification. The cadet will be counseled formally at the end of the semester. Unless an emergency exists preventing prior coordination, attendance will be marked as an
unexcused absence.

1. Physical Fitness Training. Attendance is taken at each formation. Contracted Cadets are authorized four absences for the semester. Additional excused absences are authorized if coordinated at least 48 hours in advance with the instructor, and only with approval. Unexcused absences exceeding the allowed (4) will result in Cadet counseling, a loss of up to 10% of overall course points (lose one letter-grade), with possibility of disenrollment IAW CC 145-1. Non-contracted Cadets must attend at least four PT sessions throughout the semester.

2. Lab Training. Attendance is taken at each formation. All Cadets are authorized one lab absence for the semester. Additional excused absences are authorized if coordinated at least 48 hours in advance with the instructor, and only with approval. Unexcused absences exceeding the allowed (1) will result in Cadet counseling, a loss of up to 10% of overall course points (lose one letter-grade), with possibility of disenrollment IAW CC 145-1, at the discretion of the instructor and the PMS.

3. Field Training Exercise. Attendance at the main Spring FTX is mandatory for Contracted Cadets. Failure to attend the Spring FTX subjects Cadets to possible disenrollment according to Army and Cadet Command Regulations and under the stipulations noted on Cadet’s contract documents. Additional FTXs (mini-FTX) are voluntary but highly encouraged as they prepare MSIIIs for camp, and Cadets may be eligible for extra credit at the discretion of the instructor.

4. Cadets will attend PT, labs, and FTXs with all needed material and in proper attire. When wearing the uniform, the cadet must wear the complete uniform and conform to Army Regulation 670-1. Cadets found to be wearing the uniform in a manner inconsistent with the standards in AR 670-1, the Cadet may be required to correct the deficiency prior to class, or the instructor, at his or her discretion, may count the Cadet as absent. Contracted Cadets (including those in a “conditional” status, are required to wear the uniform as prescribed in the ROTC SOP, approved training schedule, and per Cadre guidance. Non-Contracted Cadets are not required to wear the uniform but WILL adhere to AR 670-1 and USACC policy if they choose to do so. ANY Cadet found to be wearing the uniform outside of ROTC sanctioned activities, or in a manner inconsistent with standards prescribed in AR 670-1, is subject to loss of points at the instructor’s discretion, possible attendance points loss, possible prohibition of future uniform wear, among others. The attendance policy WILL apply to ALL Cadets, regardless of contracting status, IF they choose to wear the provided uniforms. “Participating/Auditing” Cadets in their MSIV year are not authorized to wear the uniform, and as such, are exempt from this as an attendance requirement.

6. Additional unexcused absences, beyond those authorized above, will result in counseling, a loss of 10% of overall course points minimum (lose at least one letter-grade), and the possibility of disenrollment IAW CC 145-1, at the discretion of the instructor and the PMS.

B. Late work and Make-up Exams. If a test is missed, or an assignment is turned in late, it is the cadets responsibly to make it up before the beginning of the next scheduled lecture class and coordinate with the Instructor regarding assignments. Assignments/tests submitted later than the beginning of the next class will lose 10% weekly for three weeks after which they will no longer be accepted, and the student will receive a ‘zero’ for that requirement. Extraordinary circumstances may be handled at the discretion of the instructor.

C. Extra Credit. Students will have opportunity to receive extra credit on assignments, at the discretion of the course instructor. Cadets who attend and support the Spring “Mini-FTX” are eligible for significant extra credit based on support role. Extra Credit is limited to 10% of total course points. Extra credit may be applied to either the MSCI 2371 (classroom) or MSCI 2171 (lab), but not both, at the discretion of the instructor.
D. **Cell phones and Electronic Device Usage.** Cell phones will be turned off or put on vibrate or silent mode during all labs. Laptops, electronic notebooks can be used as note taking devices. Surfing the web will not be allowed during class, unless it is class related, but at the discretion of the instructor.

E. **Academic Integrity/Plagiarism.** University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in the following:

1. Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty, and with giving sanction to any student involved.
2. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:
   a. Written reprimand.
   b. Requirement to re-do work in question.
   c. Requirement to submit additional work.
   d. Lowering of grade on work in question;
   e. Assigning grade of 'F' to work in question;
   f. Assigning grade of 'F' for course;
   g. Recommendation for more severe punishment, such as dismissal from the program or from the University.
   h. See the University Catalog for more information.

F. **Dropping a Class.** I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. This course follows the university calendar, and students should familiarize themselves with critical dates such as the last day to drop a class with an automatic grade of “W.”

G. **Uniforms and Appearance (See Islander Battalion Uniform Policy).** You are expected to wear ACUs (Army Combat Uniform) to all classes and labs IAW the training schedule. You will adhere to Army Regulation 670-1 and associated ALARACT messages regarding uniforms and appearance changes. Uniform requirements will be noted on the published training calendar and changes will be discussed in class. “Participating/Auditing” Cadets in their MSIV year are not authorized to wear the uniform, and as such, are exempt from this requirement.

H. **Collaboration.** You are encouraged to work together with your fellow MSL IV Cadets and seek guidance and help from your instructor and other ROTC cadre.

I. **Classroom/professional behavior.** Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that
interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**J. Statement of Civility.** Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

**K. Grade Appeals** As stated in University Procedure 13.02.99.C0.03, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C0.03, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

**L. Disabilities Accommodations*.** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116. If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**M. Statement of Academic Continuity.** In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

**N. Religious Accommodation.** The Army places a high value on the rights of its Soldiers to
observe tenets of their respective religions or to observe no religion at all.

1. The PMS will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

2. Cadets must make accommodation requests to the instructor with enough time to allow for coordination and action. For classroom and physical training purposes, a request must be received forty-eight (48) hours before the accommodation is needed. For field training exercises (FTX), two-weeks is the minimum timeframe to ensure the request can be granted. PMS accommodations are restricted to Military Science courses and ROTC training events. Cadets should direct accommodation requests for all other activities (non-ROTC) to the appropriate authority responsible for those activities.

3. Requests for religious accommodation generally fall into five major areas:
   – Worship practices.
   – Dietary practices.
   – Medical practices.
   – Wear and appearance of the uniform.
   – Grooming practices.

4. For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

O. On-line Conduct. As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

1. Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and the offender may be subject to criminal, disciplinary, and/or administrative action.

2. It is every individuals’ (Cadet, Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader’s responsibility to enforce those laws and regulations pertaining to Online Conduct. For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19 and Chapter 7 and AR 600-100.

P. Inappropriate Relationships. Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

1. The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list.
2. Trainees providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for 1 year after the trainer has left the unit.

3. At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer’s inappropriate conduct.

4. Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until 6 months after the trainee has left the unit.

**NOTE:** See ROTC Blackboard BOLC A Curriculum and Course Materials (Protecting Against Inappropriate Relations) for Army Directive 2016-17 and DoDI 1304.33 and Policy Letter materials.

**VIII. Overview of Class Sessions (Syllabus, Course Outline)**
Topics include, but are not limited to:
- Battle Drills 1
- Battle Drills 2
- Squad Tactics-Attack
- Squad STX
- Squad Tactics-Ambush
- Squad Tactics-Recon
- Squad STX
- Fundamentals of Platoon Operations
- Patrol Base Operations
- Platoon Tactics-React to Contact
- Platoon Tactics-Raid/Ambush
- Commissioning Rehearsal

**IX. Additional List of Available Resources**

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<td>SH 21-76</td>
<td>Ranger Handbook</td>
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<td>ADP 1</td>
<td>The Army</td>
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<td>FM 6-22 Leader Development</td>
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<td>FM 7-0 Train to Win in a Complex World</td>
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<td>FM 27-10 The Law of Land Warfare</td>
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<td>FM 3-24.2 Tactics in Counterinsurgency</td>
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<td>AR 350-50 Combat Center Training Program</td>
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<td>AR 350-53 Comprehensive Soldier and Family Fitness</td>
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<td>AR 600-24 Health promotion, risk reduction, and suicide prevention</td>
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<td>AR 600-63 Army Health Promotion</td>
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<td>AR 623-3 Evaluation Reporting System</td>
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<td>AR 635-200 Active Duty Enlisted Administrative Separations</td>
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X. Website Links:
- ROTC Blackboard (Bb) - https://rotc.blackboard.com/
- Army Knowledge Online (AKO) - https://www.us.army.mil/
- Army Training Network (ATN) - https://atn.army.mil/
- Central Army Registry (CAR) - https://atiam.train.army.mil/catalog
- Army Publication Division (APD) - https://armypubs.army.mil/
- United States Army Human Resources Command (HRC) - https://www.hrc.army.mil/

XI. Cadet Status Definitions

A. Contracted Cadets. Any Cadet fully enrolled per AR 145-1, includes scholarship, non-scholarship, SMP, etc.

B. Conditional Cadets. Includes students who have completed part I of DA 597 but have not completed the DD 4 series. Conditional Cadets are not authorized to attend basic or advanced in this status. Conditional Cadets are expected to fully participate in ALL campus-based ROTC training events, to include, PT, APFT, FTXs. Etc.

C. Auditing Students. Auditing students are restricted to classroom instruction only (AR 145-1, para 3-27), and will not be issued or wear the uniform, and will not receive commissioning credit or be issued a DA 134 based on course attendance.

D. Alien Students. See AR 145-1, para 3-29 for details. Many restrictions apply to this category and will not be covered in this syllabus.