Foundations of Tactical Leadership

I. Course Description (from catalog)

MSCI 2371/MSL 202 examines the challenges of leading tactical teams in the complex contemporary operating environment (COE). This course highlights dimensions of terrain analysis, patrolling, and operation orders. Further study of the theoretical basis of the Army Leadership Requirements Model explores the dynamics of adaptive leadership in the context of military operations. MSCI 2371 provides a smooth transition into MSCI 3303. Cadets develop greater self-awareness as they assess their own leadership styles and practice communication and team building skills. COE case studies give insight into the importance and practice of teamwork and tactics in real-world scenarios.

II. Learning Objectives/Outcomes

A. Overview. This course is designed to be student-centric with the onus of learning on the student, facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend most of the class time on specific areas that are least understood from the lessons, rather than your instructor teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

B. Learning Objectives

1. The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

2. The four ALA’s and Course Outcomes are:

   A. Army Leadership and Profession
      • Proficient in leader attributes and competencies.
      • Proficient in character, competence, and commitment as Trusted Army Professionals.

   B. Mission Command
      • Demonstrate proficiency in mission command philosophy.
      • Demonstrate proficiency in mission command leader and commander tasks.
• Demonstrate proficiency in mission command staff tasks.
• Demonstrate proficiency in mission command systems.

C. Human Dimension
• Demonstrate capacity in creative – critical thinking.
• Demonstrate proficiency in communications skills.
• Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.
• Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.
• Pursue lifelong learning, self-assessment, and goal setting.

D. Professional Competence
• Demonstrate proficiency in Army and Joint doctrine.
• Support Army policies, programs, and processes.
• Technically and tactically competent.

3. This is a 3-credit hour course. We will meet Tuesday and Thursday from 1100-1215 in Classroom West, Room 225. Leadership Labs (MSCI 2171.001), for those enrolled, will be conducted on Fridays 0800-0950 IAW the Training Schedule. Various labs may begin earlier depending on training objective and task and will be identified in the training schedule well in advance. See attached Course Map for full Course Schedule. Physical Training (PT) is also scheduled and may be required for some cadets, see below for specific guidance.

4. Throughout the year, your individual performance will be evaluated against required MSLII course end states and developmental outcomes. This evaluation is the PMSs’ assessment of your performance against the Army Leadership Requirements Model (ALRM). Each Cadet is responsible and expected to attain (know and do) the respective requirements for their MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

III. Major Course Requirements. NOTE: Contracted Cadets are required to participate in ALL ROTC activities as stated in their contract and IAW Islander ROTC program SOP and training guidance.

A. Lesson Assessments (50%). Lesson Assessments will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

1. Writing Skills – OPORD Practical Exercise (10%). Create an OPORD.

2. Briefing Skills (10%). Brief OPORD using Terrain Board/Sand Table.

3. Quizzes (30%). Quizzes will be utilized by the instructor to test critical material and validate student progress.

B. Class Participation (10%). You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes attendance, participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in class exercises. Failure to participate fully in classroom exchanges will result in loss of points.

1. This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures are expected to be interactive—ask
questions. You will have extensive small group discussions and exercises scattered throughout the class. 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.


C. Mid Term Exam (20%) and Final Exam (20%) (40%). A midterm and cumulative Final Exam will be given to assess the knowledge achieved throughout the course of the semester. Format TBD (to be determined).

D. Reading. Students are responsible for the material contained in required readings. You will be expected to show mastery of the reading material during classroom discussions and may be tested on the material at various times through exams, quizzes, practicum, and assignments.

-SROTC Cadet eBook located on ROTC Blackboard:
https://rotc.blackboard.com/webapps/portal//execute/tabs/tabAction?tab_tab_group_id=_18_
-Doctrinal Publications are available online at: http://www.apd.army.mil/

IV. Evaluation and Grading.

1. Point Structure
   Lesson Assessments 50%
   Class Participation 20%
   Mid-Term (format TBD) 15%
   Final Exam (format TBD) 15%

   Note: All late papers and assignments will receive grade reductions as specified in VII(b).

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

   90-100       A
   80-89        B
   70-79        C
   60-69        D

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:
         o Army Doctrine Publications (ADP)
         o Army Doctrine Reference Publications (ADRP)
         o Field Manuals (FM)
         o Leader Guide (LG)
         o Army Regulations (AR)
         o Training Circulars (TC)
         o Other Resources
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. Contracted 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/.

VII. Course Policies

A. Attendance/Tardiness.

1. Cadets are authorized FOUR absences for the semester before points are taken away. If you are not able to make a class, 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. If a Cadet is absent three times, or fewer, then the instructor will award full attendance points for the semester. If, however, a Cadet is absent more than three times, without prior approval/exusal from the instructor, then the absences will have an impact on the participation grade. Additional absences beyond the three allowed, could result in the loss of a letter grade. One additional point: Cadets are enrolled in the class through TAMUCC; however, contracted Cadets are also obligated through their service contract. Excessive absenteeism could be determined to be in violation of the Cadet’s contractual obligation and may impact more than just academics.

2. 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. 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. Unless an emergency exists preventing prior coordination, attendance will be marked as an unexcused absence.

3. Cadets will attend class with all needed material and in proper attire. When wearing the uniform, the cadet must wear the complete uniform and conform to Army Regulation (AR) 670-1 and Department of the Army Pamphlet (DA PAM) 670-1. Cadets found to be wearing the uniform in a manner inconsistent with the standards in AR 670-1 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. 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.

4. Summary: unexcused absences, beyond the three authorized and without prior coordination, will result in: counseling, a loss of one letter-grade at a minimum, and the possibility of disenrollment IAW CC 145-1, at the discretion of the instructor and the PMS.
5. Critical classes. The above policy applies to routine classroom attendance ONLY. Cadets will NOT be excused from scheduled briefing dates, mid-term or final exam dates, and essay turn-in dates. Absences on those scheduled dates will result in loss of attendance and participation points as well as loss of points due to missing the scheduled coursework (briefing, exam, essay). Cadets who need to miss class on the day the essay is due may turn it in early to prevent loss of points on that date.

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. Mid-term and Final exams will only be offered for a maximum of ½ credit if Cadets miss the scheduled course date without prior coordination with the instructor.

C. Extra Credit. Students will have the opportunity to receive extra credit on assignments, at the discretion of the course instructor. Extra credit may be applied to either the MSCI 2370 (classroom) or MSCI 2170 (lab), but not both, and will be at the discretion of the instructor. Extra credit options may come from a variety of sources and will be determined by the instructor. The opportunity to make up quizzes is left up to the discretion of the instructor. Cadets who attend and support the Fall “Mini-FTX” and “FTX” are eligible for significant extra credit based on support role. Extra Credit is limited to 10% of total course points.

D. Cell phones and Electronic Device Usage. Cell phones will be turned off or put on vibrate or silent mode during all classes. 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. Cadets will wear the Army Service Uniform (ASU) at least once per month to ensure readiness for Color Guard requirements. Uniform requirements will be noted on the published training calendar and changes will be discussed in class. Take note of the attendance/tardiness policy with regards to uniform and adherence to AR 670-1. Note: Participant/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
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. Trainers 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)

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## IX. Additional List of Available Resources

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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/
  - Center for Army Lessons Learned - https://usacac.army.mil/organizations/mccoe/call/

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, and 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.