Foundations of Leadership

COURSE SYLLABUS: Military Science, MIL 201, revised 7 August 2014
Johnson Seabrook Education Building (Room# 206)
Johnson C. Smith University

Instructor: Master Sergeant Donnie A. DeVaughn, Military Science Instructor
Telephone: (704)378-1067 (office)
(706)587-3286 (cell)
E-mail: ddevaughn@jcsu.edu

COURSE TITLE: MIL 101 – Foundations of Leadership -2 Credit Hour

COURSE PREREQUISITE: None


COURSE DESCRIPTION: MSL 201 explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two historical leadership theories that form the basis of the Army leadership framework. Aspects of personal motivation and team building are practiced planning, executing and assessing team exercises. While participation in the leadership labs is not mandatory during the MSL II year, significant experience can be gained in a multitude of areas and participation in the labs is highly encouraged.

The focus 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 and squad tactics. Case studies will provide a tangible context for learning the Soldier's Creed and Warrior Ethos.

Participation in leadership lab is required. There is no military obligation to take this course. Open to all Johnson C. Smith University students.

CREDIT HOURS:

MSCI 201 - This 2-credit course requires two hours of classroom or direct faculty instruction and up to four hours of out-of-class student work each week for approximately 15 weeks. Out-of-class work may include but is not limited to: required reading, library research, written assignments, and studying for quizzes and exams. There will be various ROTC related events throughout the semester to include field training exercises (FTX), fund raisers, color guards, red cross blood drives, faculty/staff/student APFT, military ball, high school raider challenge and drill competition meets, Commissioning ceremonies, and guest speakers. Contract Cadets will be required to attend many, if not all, of these events.

MSCI 201L – This 1-credit leadership lab requires up to 1- hours of direct faculty and/or MSIV instruction one Saturday a month. This leadership lab also requires up to 4 hours of out-of-class preparation per month during the academic semester. Out-of-class work may include but is not limited to: required reading, library research, written assignments, and preparing briefings and classes.

COURSE INSTRUCTIONAL METHODS: This class is conducted in an interactive manner. Everyone is responsible for contributing to the success of the learning experience. Students will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have the opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

TEXTBOOK, READINGS, and MATERIALS:

Textbook – MSL II, Foundations of Leadership, Pearson Custom Publishing, (Online only). This can be accessed at: https://arotc.uncc.edu/cadetstudent-information/textbooks or on the Cadet Command Blackboard website.
Required Readings:  *Hidden Wounds, A Soldier’s Burden* by Captain Nate Brookshire/ Marius Tecoanta

Additional Readings (Recommended)

- AR = Army Regulation
- FM = Field Manual
- ADM = Army Doctrine Publication
- ADRP = Army Doctrine Reference Publication
- TC = Training Circular
- CC PAM = Cadet Command Pamphlet

- AR 600-9: Army Weight Control Program (Nov 06)
- AR 600-25: Salutes, Honors and Visits of Courtesy (Sep 04)
- AR 670-1: Wear and Appearance of Uniforms and Insignia (Feb 05) RAR 11 May 12
- FM 1-02: Operational Terms and Graphics (Sep 04) w/Chg 1, Feb 10
- ADRP 1-02: Operational Terms and Military Symbols (Aug 12) w/Ch1 Sep 12
- ADRP 1-02: Operational Terms and Military Symbols (Aug 12) w/Ch1
- APD 1: The Army (Sep 12) w/Ch1
- APD 3-0: Unified Land Operations (Oct 11)
- ADRP 3-0: Unified Land Operations (May 12)
- TC 3-21.5: Drill and Ceremony (Jan 12)
- FM 3-21.8: The Infantry Rifle Platoon and Squad (Mar 07)
- FM 3-25.26: Map Reading and Land Navigation (Aug 06) w/Ch1
- ADRP 6-0: The Operations Process (May 12)
- ADRP 6-0: The Operations Process (May 12)
- ATTP 5-0-1: Commander and Staff Officer Guide (Sep 11)
- FM 5-19: Composite Risk Management (Aug 06)
- FM 6-22: Army Leadership (Oct 06); Appendix B ONLY
- ADRP 6-22: Army Leadership (Aug 12) w/Ch1 Sep 12
- ADRP 6-22: Army Leadership (Aug 12) w/Ch1 Sep 12
- FM 7-21.13, The Soldiers Guide (Feb 04)
- FM 7-22: Army Physical Readiness Training (Oct 12) w/Ch1 May 13
- CC PAM 145-3-2 Cultural Understanding and Language Proficiency (CULP) Program (Aug 09)
- LDP HB USACC: Leadership Development Handbook, USACC (Apr 11)
- ROTC Faculty Handbook (Jun 10)

Websites. (Cadets may establish accounts)

- https://rotc.blackboard.com
- http://srotc.nformd.net/sexualassault/ulogin/
- http://www.goarmy.com/about/ranks_and_insignia.jsp
- http://www.armyg1.army.mil/hr/suicide/
- http://www.army.mil/media/amp/?bctid=114827147001
- http://www.choosemyplate.gov
- https://www.choosemyplate.gov/SuperTracker/default.aspx
- http://www.army.mil/readyandresilient

Materials (required and provided by instructor)

- Military Uniforms & Equipment
OFFICE HOURS:  Appointments can be made by calling my office at (704)378-1067 or by email at ddevaughn@jcsu.edu. For emergencies, please contact me on my cell phone at (706)587-3286. I expect all Cadets to call me on my cell phone if they are in trouble, injured, have a family emergency, will be missing or running late to any ROTC-related appointment or event.

CLASS TIME/LOCATION:    Class: 
    o Thursday, 1400-1600, Johnson Seabrook Ed Bldg, Rm# 206, Army ROTC Classroom

Leadership Labs:  
    o Friday, 19 Sept, 0800-1600, UNC Charlotte 
    o Friday, 10 Oct, 0800-1600, Location: TBD 
    o Fri thru Sun, 31 Oct to 2 Nov, All Day, Location: TBD 
    o Make-up Lab Only, 22 Nov, 0800-1600, Location: UNCC

CLASS CALENDAR/SCHEDULE:  See Attached Spreadsheet

COURSE OBJECTIVES:  The key objective of this semester is to continue to develop knowledge of the Army’s leadership philosophies and integrate this knowledge into tactical strategies and team development.

  Leadership 
    • Describe the three stages of team development
    • Identify different leadership theories that contributed to the Army Leadership Framework
    • Develop a PRT schedule

  Personal Development 
    • Describe tools a leader or group can use to manage time
    • Describe effective communication
    • Deliver a formal information briefing

  Officership 
    • Demonstrate customs and courtesies of the Army Profession

  Tactics and Techniques 
    • Practice map reading techniques
    • Practice land navigation techniques
    • Describe the seven steps of problem solving
    • Describe the eight troop leading procedures
    • Understand the linkage between Troop Leading Procedures (TLP), the Military Decision Making Process (MDMP), and the Operation Order (OPORD)
    • Demonstrate knowledge of tactical movement under different METT-TC scenarios

  Values and Ethics 
    • Define Warrior Tasks and Battle Drills
    • Understand the Purpose of the Offense
    • Define the purpose of pre-combat checks and inspections

  Values and Ethics 
    • Apply Values and Ethics principles
COURSE STANDARDS:

All homework is due at the beginning of class. All late papers, quizzes, tests, homework and assignments will receive an automatic 25% reduction in grade, unless indicated below. Unless requested by the instructor, you are not authorized to email your homework.

The grade received in the course is based on the accumulation of up to 1000 points. The total amount of points achieved will determine the final grade IAW the grading scale provided in this syllabus. Points are accumulated by the criteria below:

SHARP Training (Due: 15 Sep) – 100 points (10% of final grade)
To introduce Cadet’s to the Army Sexual Assault Prevention (SHARP) Program, HQDA G-1 has mandated that all ROTC Cadets must complete the training modules prior to commissioning. The training will be completed as self-paced homework and consists of a pre-test, training modules, and post-test. Cadet progress through the training modules will be the only information that can be tracked by cadre. The modules are a series of scenario based video vignettes that allow the Cadet to analyze the situation, make a decision, and see what the outcome is based on that decision to better prepare the Cadet in understanding the Army’s SAPR Program. The Cadet Program is located at https://srotc.nformd.net/sexualassault/ulogin; Enter access code: 776821; Enter/select your host ROTC school (UNC-Charlotte); and complete the program by earning a 70 on the post-test or retake post-test.

Class Participation – 100 points (10% of final grade)
Students are expected to participate actively and learn through critical reflection, inquiry, dialogue, and group interactions. This includes participation in class discussion, sharing personal perspectives and experiences related to principles discussed in class, readings, exercises, or training events.

Cadet Command 104R (Planned Academic Program Worksheet)
1. Draft CC 104R turned-in to the Instructor (Due: 15 Sep) – 50 points (5% of final grade)
2. Final (Signed) CC 104R turned-in (Due: 29 Sep) – 50 points (5% of final grade)
Cadet Command Form 104R (Planned Academic Program Worksheet) must be fully typed, signed by the student’s Academic Advisor, signed by Cadet and turned-in to your primary instructor by the due date listed above. Instructions on how to fill out the CC Form 104R can be found on the UNCC Army ROTC website at https://arotc.uncc.edu/sites/arotc.uncc.edu/files/104-R%20Instructions.pdf. Failure to turn this document in on time will result in a subtraction of the points listed above from your overall course grade.

Class Attendance - Required
- 75% attendance is required to pass this course. Each unexcused absence will result in a subtraction of 50 points off your overall score for the semester. Each unexcused late arrival to class will incur 25 points subtracted off your overall score.

Leadership Lab Attendance – Required
- 75% attendance is required to pass the leadership lab portion of this course.
- Each unexcused late arrival or early departure from Lab will be deducted based on time missed and the cumulative time of all Labs.
- MIL 101L is a co-requisite of MIL 101. Cadets that receive a failing grade for the leadership lab portion are required to retake both MIL 101 and MIL 101L in order to continue in the Army ROTC Program.

Homework/Quizzes - 100 points (10% of final grade)
There will be various types of homework/quizzes throughout the semester. Quizzes are used to reinforce information learned in readings and past lectures and prepare the student mentally for the topics we are about to discuss in class. Quizzes/homework will be equivalent to each other when considering how many of the 100 total points you earn. Thus, if we have 5 quizzes and 5 homework assignments, each one will be worth 10 points.

Army Physical Readiness Training Program – Following Lesson 1b, you are asked to prepare a Physical Readiness Training Program in accordance with TC 3-22.20.
Oral Presentation (Due 1 Dec) – 50 points (5% of final grade)
All cadets will be required to recite the Cadet Creed in front of their peers for class credit.

Army Briefing - For Lesson 11a and 11b you will provide an Army Briefing. You will brief 'your unit' on a country prior to deployment. You will research cultural attributes of your chosen country. You can make assumptions about the deployment type (i.e. humanitarian, war, etc.). You will have ten minutes to provide information using visual aids (PowerPoint or something similar) on the following: Geography (terrain), languages, religions, political atmosphere and key cultural considerations. You should allow 2 minutes to address questions. You are required to follow the Information Briefing format and to hand in an abstract 200 words or less that captures the key points of your presentation.

Book Review / Written Presentation (Due 1 Dec) – 150 points (15% of final grade)
You will read “Hidden Wounds” by CPT Nate Brookshire and prepare a book review. The theme of the book review will be around dealing with PTSD. The book review will be at least a 3-pages long, double-spaced, in 12-font Times New Roman. You will also be prepared to have a book discussion with the class regarding the contents of the book.

Leader Traits & Behaviors: Written Assignment – Following lesson 10a you will prepare a writing assignment describing a person you know is a good leader. The paper should include an explanation of a situation where the individual demonstrated leadership listing specific traits and behaviors. The paper should be one or two paragraphs, typed and double spaced.

Mid-Term Exam - 150 points (15% of final grade)
A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

Final Exam – 200 points (20% of final grade)
- A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.
- Any Contracted Cadet that attends all academic classes, all leadership labs, attends more than 80% of all PT/APFT events, the 3-day FTX, one Panther Game fund raiser, and participate in two additional ROTC/extracurricular events will not be required to take the Final Exam and will receive 200/200 for the exam.
- Any non-contracted Cadet that attends all academic classes, all leadership labs, attends more than 50% of all PT/APFT events, the 3-day FTX, one Panther Game fund raiser, and participate in one additional ROTC/extracurricular event will not be required to take the Final Exam and will receive 200/200 for the exam.

<table>
<thead>
<tr>
<th>GRADING SCALE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Points</strong></td>
<td><strong>Letter Grade</strong></td>
</tr>
<tr>
<td>94 – 100</td>
<td>A</td>
</tr>
<tr>
<td>90 – 93</td>
<td>A-</td>
</tr>
<tr>
<td>87 – 89</td>
<td>B+</td>
</tr>
<tr>
<td>84 – 88</td>
<td>B</td>
</tr>
<tr>
<td>80 – 83</td>
<td>B-</td>
</tr>
<tr>
<td>77 – 79</td>
<td>C+</td>
</tr>
<tr>
<td>74 – 78</td>
<td>C</td>
</tr>
<tr>
<td>70 – 73</td>
<td>C-</td>
</tr>
<tr>
<td>68 – 69</td>
<td>D+</td>
</tr>
<tr>
<td>66 – 67</td>
<td>D</td>
</tr>
</tbody>
</table>
UNIFORMS:

1. Class - Once issued, all Cadets will wear the Army Combat Uniform with ROTC insignia to all class sessions, seminars, or labs with sleeves down adhering to the US Army Cadet Command (USACC) Regulation 670-1. Military appearance, bearing and courtesies are the order of the day. Exceptions to this policy are on a case by case basis and briefed in advance.

2. Physical Training. Army PT uniform is worn at all PT sessions. Between 15 October and 1 April, the winter uniform is mandatory. Between 1 April and 15 October, the summer uniform will be worn. Winter uniform will only be worn if the weather dictates it.
   - The PT leader will determine the amount that Cadets may dress down from the winter uniform, based on the activity and location, at the beginning of the PT session.
   - The summer uniform consists of the Army PT shorts and Army PT short-sleeved T-shirt, with running sneakers, white over-the-ankle length socks, reflective Belt, and a water container (i.e. canteen, Camelbak, water bottle). Students may wear the Army PT Jacket and/or PT Trousers over the summer uniform, based on weather conditions. All-black or all-gray Spandex UNDERS the Army PT shorts is authorized.
   - The winter uniform consists of the summer uniform (except short-sleeved T-shirt is exchanged for a long-sleeve t-shirt), with the PT Jacket and Trousers, black gloves, and PT Cap (aka watch-cap or “tük”).
   - Non-contracted students that have not been issued an Army PT uniform may wear the civilian equivalent.

3. Leadership Labs – All cadets will wear the ACU uniform. Additional equipment may be required for Lab, as determined by the Cadet chain of command.

CONTRACTED CADETS – “Additional Mandatory Requirements”

1. Physical Training (PT) Attendance:
   - To receive a passing grade in this course, Contracted Cadets are required to attend 80% of all regularly scheduled physical fitness training events.
   - Based on the Cadets current APFT score, Cadet may be entitled to attendance incentives IAW the Professor of Military Science’s PT/APFT Policy Letter
   - The following example is provided for clarification. For a Contracted Cadet who’s APFT score does not allow for any attendance incentives, there are approximately 30 required PT sessions scheduled during an academic semester. Once this Cadet has missed 3 PT sessions (10%), they will be counseled by the individual class instructor. Once this Cadet has missed 6 PT sessions (20%), the Cadet will be counseled by the Senior Military Instructor (SMI) for reaching the maximum allowed missed PT sessions. Any further missed PT sessions could result in a failing grade for the class and a loss of scholarship benefits and/or disenrollment from the program.
     - Arriving more than 10 minutes late to PT, equates to missing the PT session.
     - Arriving late to PT (less than 10 minutes) on two separate occasions, equates to missing one PT session.
     - Contracted Cadets that are injured or cannot otherwise physically conduct PT are still required to be in accountability formations. Cadets will be required to perform exercises that will not be detrimental or cause further injury.

2. Army Physical Fitness Test (APFT):
   - Cadets are required to pass one APFT per semester.
   - The best APFT score of each semester is uploaded into the Cadet Database (CCIMS) and used to monitor progression through each academic year.
• APFT scores are used to determine eligibility in attending other military training and also used in establishing an order of merit (OML) for each mission set.
• APFT scores are used to determine eligibility of physical training incentives described in the Professor of Military Science’s PT/APFT Policy Letter.
• PT incentives apply until the next regularly schedule APFT. Failure to participate in the next scheduled APFT, will result in loss of all PT/APFT incentives.
• Twice a semester, Cadets will go through a height & weight screening. Cadets who are over the height & weight standard will be taped IAW the Army tape test. Cadets who do not meet Army body fat % standards will be formally counseled and given sufficient time to show progress by losing weight. Failure to progress could result in loss of scholarship benefits and/or disenrollment from the program.

3. PMS Required Events and Extracurricular Work:
• There will be various required events to include Field Training Exercises (FTXs), Fund Raisers, Color Guards, Red Cross Blood Drives, the Military Ball, Raider Challenge meets, High School Drill Meets, Commissioning Ceremonies, and Guest Speaker Events. Contracted Cadets will be required to attend many, if not all, of these events as directed by the Professor of Military Science. **100 points will be subtracted from total points for each unexcused absence.**
• All volunteer work is calculated into the grade. Participation in extracurricular events is seen as a sign of commitment to the program.
• The Professor of Military Science, LTC Jared A. Sloan, is the approving authority for missing any required Battalion event in this course. He will be contacted through the Cadre Chain of Command. Leaving a message on my Voicemail does not equate to an excused absence. For general ROTC questions concerning training or classes contact your cadet chain of command for this information. Absences will not be approved less than 24 hours prior to the activity except in the case of a legitimate emergency, and these on a case-by-case basis.

4. Required Standards. Contracted Cadets who do not maintain the minimum GPA requirements specified in applicable regulations for Military Science are subject to probation, loss of scholarship benefits or possible disenrollment for the following actions under provisions of AR 145-1 (SROTC Program Administration): breach of contract, indifferent attitude or lack of interest in military training as evidenced by frequent absences from military science classes, labs or drill, an established pattern of shirking, or similar acts, failure to maintain a semester and cumulative GPA of 2.0, fail any individual course, fail the APFT, or fail to comply with the provisions of AR 600-9 (Army Weight Control Program). Combat Water Survival Test is a requirement to commission. Failure to pass CWST will result in you being enrolled in an ROTC-funded swimming improvement class otherwise you risk disenrollment from ROTC for failing to meet required commissioning standards.

**NON-CONTRACTED CADETS** - “Extra Credit Opportunities” section.

1. PT Attendance
• Non-contracted Cadets that are enrolled in MIL 101 are not required to attend PT. Participation is highly encouraged, particularly on Wednesdays and each attendance is worth 2 extra credit points up to 60 total extra credit points.

2. Army Physical Fitness Test
• Non-contracted Cadets that are enrolled in MIL 101 are not required to take the APFT. Passing an APFT with at least a 70/70/70 will result in 10 extra credit points per APFT.

3. ROTC Related Events/Training
• All volunteer work is calculated into the grade. Participation in extracurricular events is seen as a sign of commitment to the program.
• Non-contracted Cadets will receive 25 extra credit points for each extracurricular event participated in. (Example events are: color guards, blood drives, recruiting events, military ball, fund raisers, FTXs, ranger challenge, and Pershing rifles.)
MISCELLANEOUS

SPECIAL NEEDS: The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience. Should academic or testing accommodations be necessary for any student with a disability, the student should notify each of their instructors within the first two weeks of classes or as soon after an initial verification of the disability is possible. Accommodations are determined on a case-by-case basis.

SUPPLY ACTIONS: Accountability and supply discipline is part of your academic and leadership evaluation. Army ROTC issued equipment and uniforms are property of the United States Government. Students are required to promptly respond and comply with the personal issue and turn-in of required equipment on the dates and times prescribed by the logistics technician and faculty. Students that fail to turn-in required property belonging to the United States Government will have final grades recorded as an (F) until all property is returned and/or properly accounted for.

ADMINISTRATIVE NOTES AND UNIVERSITY POLICY:
If your professor is late in arriving to class, you must wait a full 20 minutes after the start of class before you may leave without being counted absent, or you must follow any written instructions given you about the anticipated late start time for the class.

Cadets in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations.

All cadets are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Students are expected to submit their own work, either as individuals or contributors to a group assignment. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at: http://www.legal.uncc.edu/policies/ps-105.html. Faculty may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

Academic dishonesty of any kind will not be tolerated. Academic dishonesty includes plagiarism (the appropriation of passages from the writing of another as one’s own), collusion (improper collaboration with another in preparation of notes, term papers, or other written work), cheating (giving or receiving, offering or soliciting information, or using illicit material in an examination or quiz), or fabrication of sources used in a paper and included in its bibliography. It also includes appropriating another’s ideas, theories, or interpretation as one’s own without proper attribution. Stern disciplinary action will be taken against any student who is found guilty of academic dishonesty, and penalties levied will be clearly stated in each course syllabus.

As a condition of taking this course, papers that the instructor in good faith suspects are in whole or in part plagiarized may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. Such works will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. No student papers will be submitted to Turnitin.com without a student’s written consent and permission. If a student does not provide such written consent and permission, the instructor may: (i) require a short reflection paper on research methodology; (ii) require a draft bibliography prior to submission of the final paper; or (iii) require the cover page and first cited page of each reference source to be photocopied and submitted with the final paper.

All cadets are required to abide by the UNC Charlotte Sexual Harassment Policy (http://www.legal.uncc.edu/policies/ps-61.html) and the policy on Responsible Use of University Computing and Electronic Communication Resources (http://www.legal.uncc.edu/policies/ps-66.html). Sexual harassment, as defined in the UNC Charlotte Sexual Harassment Policy, is prohibited, even when carried out through computers or other electronic communications systems, including course-based chat rooms or message boards.

The use of cell phones, beepers, or other communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period.

Students are permitted to use computers during class for note-taking and other class-related work only. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period.
SYLLABUS CHANGES: This entire syllabus is subject to changes, as determined necessary by the instructor.

1) Army Physical Readiness Training Program – Following Lesson 1b, you are asked to prepare a Physical Readiness Training Program in accordance with TC 3-22.20.

2) Army Briefing - For Lesson 11a and 11b you will provide an Army Briefing. You will brief ‘your unit’ on a country prior to deployment. You will research cultural attributes of your chosen country. You can make assumptions about the deployment type (i.e. humanitarian, war, etc.). You will have ten minutes to provide information using visual aids (PowerPoint or something similar) on the following: Geography (terrain), languages, religions, political atmosphere and key cultural considerations. You should allow 2 minutes to address questions. You are required to follow the Information Briefing format and to hand in an abstract 200 words or less that captures the key points of your presentation.

3) Leader Traits & Behaviors: Written Assignment – Following lesson 10a you will prepare a writing assignment describing a person you know is a good leader. The paper should include an explanation of a situation where the individual demonstrated leadership listing specific traits and behaviors. The paper should be one or two paragraphs, typed and double spaced.