

**MILITARY SCIENCE 401 – ADAPTIVE LEADERSHIP  
(THE ARMY OFFICER)  
FALL SEMESTER 2016****MIL 401:**

Monday/Wednesday: 0830-0945 – Lecture (MPE 104)

Monday thru Thursdays: 0600-0700 – PRT (UNLV Track)

Tuesday: 0720-0820: Cadet Command &amp; Staff Meeting (UH Conf. RM)

Fridays: 0830-1115: MIL Science Lab (Locations TBD)

**COURSE DESCRIPTION (OVERVIEW):**

Course covers contemporary military policy and related subjects of topical military interest, military law, the military justice system, courts-martial, personal ethics and the role of the junior officer.

This course has specific learning objectives for the six Army Leader Areas listed below.

Outcomes and Objectives:

- The Army Profession: Live honorably and build trust
- Professional Competence: Demonstrate intellectual, military and physical competence
- Adaptability: Think critically and creatively, make sound and timely decisions
- Teamwork: Develop, lead and inspire and Communicate and interact effectively
- Lifelong Learning and Comprehensive Fitness: Pursue excellence and continue to grow
- Comprehensive Fitness: Seek balance, be resilient and demonstrate a strong and winning spirit

**STUDENT LEARNING OUTCOMES:**

This is an academically challenging course where you will study, practice, develop, and apply critical thinking skills pertaining to Army leadership, officer skills, Army Values and ethics, personal development, and small unit tactics at platoon level. By the end of the course, the student will be able to:

- Plan, coordinate, navigate, motivate and lead a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Field Training Exercise (FTX)
- Plan and execute training events
- Compose memorandum following the format contained in Army Regulation 25-50

Successful completion of this course will assist in preparing you for your Basic Officer Leader Course-B course and is a mandatory requirement for commissioning.

### **COURSE DESIGN:**

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 the majority 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. You will have extensive small group discussions and exercises scattered throughout the class.

Time will be given in class to discuss and work on projects and papers. This program includes class lessons as well as outside activities such as Leadership Labs, LDXs and PRT.

### Overview of Class Sessions:

MSL401-L01	Course Overview
MSL401-L02	Commander and Staff Organization and Operations
MSL401-L03	Military Decision Making Process
MSL401-L04	Training Units and Developing Leaders
MSL401-L05	Unit Training Management
MSL401-L06	Training Meeting
MSL401-L07	Risk Management
MSL401-L08	Assessing Unit Training
MSL401-L09	Decisive Action Training Environment
MSL401-L10	Mission Command
MSL401-L11	Mission Command Case Study 1
MSL401-L12	Mission Command Case Study 2
MSL401-L13	Developing Others (Counseling)
MSL401-L14	Officer Evaluation Report (OER)
MSL401-L15	NCO Evaluation Report (NCOER)
MSL401-L16	Equal Opportunity
MSL401-L17	SHARP
MSL401-L18	Mid Term Exam
MSL401-L19	The Army as a Profession
MSL401-L20	The Officer as a Moral Exemplar

MSL401-L21	Army Leader Ethics
MSL401-L22	Being Ready and Resilient (R2C)
MSL401-L23	Comprehensive Soldier and Family Fitness (CSF2)
MSL401-L24	Individual and Family Readiness
MSL401-L25	Officer Career Planning
MSL401-L26	Leader Self-Development
MSL401-L27	Personal Financial Management
MSL401-L28	Cultural Awareness
MSL401-L29	Cultural Property Protection
MSL401-L30	Cultural Property Protection Practical Exercise
MSL401-L31	Law of Land Warfare and Rules of Engagement (ROE)
MSL401-L32	Civil-Military Relations
MSL401-L33	Media Relations
MSL401-L34	The Uniform Code of Military Justice (UCMJ)
MSL401-L35	Administrative Discipline and Separation
MSL401-L36	Final Exam

Class Participation (20%)

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises. Each Cadet will participate in Cadet counseling sessions with the instructor. Each Cadet should expect to have at least two individual counseling sessions with the instructor scheduled to be determined. Each face-to-face session will be scheduled for a 30 minutes but may last up to one hour. Additionally, MSIV Cadets will be responsible for planning and executing one or more training events. These events will be determined by the ROTC Cadre (Training Officer). A portion of your participation grade will be your execution of your training event as per feedback by the Cadre.

APFT (20%)

As a senior Cadet and future Officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT at the beginning of the fall semester and a record APFT at the end of the semester. The record APFT will be used for 20% of your final grade. Contracted Cadets are required to participate in all ROTC activities as stated in their contract.

Reading Assignments (10%)

You are expected to complete all reading assignments as scheduled on Blackboard and as indicated as Cadet Reading and Pre-Class Assignments on each Lesson Plan provided to you in Blackboard. You are required to log into Blackboard and read the assigned reading prior to class at least once per week. The PMS has the ability to view each Cadet's information on when and for how long each Cadets has accessed the reading materials. The reading materials will be available at least one week prior to the when the class meets.

1. SROTC Cadet eBook located on ROTC Blackboard:  
[https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab\\_group\\_id=18](https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_group_id=18)
2. Doctrinal Publications are available online at: <http://www.apd.army.mil/>
3. Assigned read ahead content as per Blackboard instructions for each lesson.

NFORMD Homework, Quizzes, and Take Home Assignments (10%)

*All homework, Quizzes, and take home assignments will be directed by the instructor and posted on Blackboard.*

1. ASROTC NFORMD.NET SHARP Online Homework Assignment  
Cadets are required to complete this assignment as part of the MIL400 course curriculum.

*NOTE: As a prerequisite for ASROTC NFORMED.NET Homework, Cadets must have successfully completed the SROTC NFORMD.NET SHARP Online Homework Assignment during their MIL 100, 200, or 300 course. See cadre for additional instructions.*

2. Quizzes

Quizzes may be given throughout the semester to assess your progress in learning the principles and practices related to the course material. Quiz grades will be rolled up into the overall Homework, Quizzes, and Take Home assignments grade.

3. Memorandum assigned as Homework

3a. As a way to prepare you for the future as an officer and professional, Cadets will be required to select a subject, have it approved, and write a memorandum. This document will follow the format contained in Army Regulation 25-50. Specific requirements will be outline in blackboard. This memorandum is worth a total of 10 possible points.

3b. The second memorandum will be based on the approved topic of the Skills Presentation described below.

Midterm Exam (10%)

Skills Presentation (Information Briefing) (10%)

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific subject to research and present an Information Brief. This brief will follow the format contained in FM 5-0, Commanders and Staff Organization and Operations, 5 May, 2014, Chapter 7, Military Briefings.

1. Writing Skills: After the subject/topic is approved, you will write a two to three page memorandum, IAW AR 25-50.

2. Briefing Skills: Present a five minute information brief on a topic selected by the student and approved by the instructor.

Final Exam (10%)

The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at:

<http://www.unlv.edu/registrar/calendars>.

**EVALUATION AND GRADING:**

Class Participation:	20%
APFT:	20%
Reading Assignments:	10%
NFORMD Homework, Quizzes, and Take Home Assignments:	20%
Midterm	10%
Skills Presentation:	10%
Final	10%

Solid performance in each area of evaluation is necessary. The following grading scale will be used based on 100 points possible:

**GRADING CRITERIA:**

A: 93-100 points	A-: 90-92 points	
B+: 87-89 points	B, 83-86 points	B-:80-82 points
C+: 77-79 points	C: 73-76 points	C-: 70-72 points
D+, 67-69 points	D: 63-66 points	D-: 60-62 points
F: 59 points and below		

All assignments, homework, and exams must be submitted or completed in Blackboard for credit. Every attempt will be made to offer adequate written assessments in explaining evaluations. All late papers and assignments will receive a 10% reduction in grade.

**UNIFORMS AND APPEARANCE:**

You are expected to wear the assigned Army uniform to all classes per cadre guidance and adhere to Army Regulation 670-1 Wear and Appearance of Uniforms and Insignia and associated ALARACT messages with regard to uniforms and appearance. At a minimum the Class B uniform will be worn every Monday. If class is not scheduled on Monday, uniform will be determined by the Cadet Battalion Commander. ACUs will be worn to all Leadership Labs unless otherwise directed by the Cadet Battalion Commander.

**LEADING THE ORGANIZATION TO SUCCESS:**

As the Cadet Battalion leadership, you are encouraged to work together through your Cadet Battalion leadership and to the PMS in modifying training, assignments, and raising questions for discussion. Additionally, this program's success relies on your ability to contribute to the leadership development of all of the Cadets in the Wolf Pack Battalion. Let there be no doubt, your success and performance in your role as an MS IV directly impacts the positive climate and environment of this organization.

**COLLABORATION:**

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

**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.

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 subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (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.

**UNLV Policies:**

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Transparency in Learning and Teaching**—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be

adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

### **Library Resources**

Students may consult with a librarian on research needs. For this class, the subject librarian is Sue Wainscott. ([https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject)). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu>.

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call [702-895-3177](tel:702-895-3177). The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always [@unlv.nevada.edu](mailto:@unlv.nevada.edu). **Emailing within WebCampus is acceptable.**

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

### **Any other class specific information**

#### **OFFICE HOURS AND APPOINTMENTS:**

Office Hours are Tuesdays and Thursdays from 0900-1200. All Cadre/Instructors are available by appointment during normal duty hours from 0900-1700 as schedules and other requirements allow.



**OPEN DOOR POLICY FOR THE PROFESSOR OF MILITARY SCIENCE:**

I have an open door policy if you need meet with me to discuss assignments, issues, or concerns. I am willing to schedule a specific time to meet with you beyond office hours.