



Leadership and Management I & Leadership Laboratory VII

ARMY-10350-4413-P01, ARMY-11442-4413-P02 & ARMY-10356-4471-P81, ARMY-11443-4471-P82

Fall Semester, 2019

- Instructor:** LTC Caldwell, Ricarlos
- Section # and CRN:** ARMY 10350 4413 P01
ARMY 11442 4413 P02
ARMY 10356 4471 P81
ARMY 11443 4471 P82
- Office Location:** Room 1B116, Hobart Taylor Building, 1455 T.R. Solomon Street
- Office Phone:** 936-261-1612
- Email Address:** ricaldwell@pvamu.edu
- Office Hours:** 0900 - 1700 / M - F
- Mode of Instruction:** Classroom Instructions
- Course Location:** ARMY 10350 4413 P01 – Room 2B216
ARMY 11442 4413 P02 – Room 2B215
ARMY 10356 4471 P81 – Room 2B216
ARMY 11443 4471 P82 – Room 2B216
- Class Days & Times:** ARMY 10350 4413 P01 – 0930 - 1050 / Tuesday & Thursday
ARMY 11442 4413 P02 – 0930 - 1050 / Tuesday & Thursday
ARMY 10356 4471 P81 – 1400 - 1650 / Thursday
ARMY 11443 4471 P82 – 1400 - 1650 / Thursday
- Catalog Description:** MSL 401 Focuses on development of the Army Officer. It is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company or field grade officer level. Includes a lab per week overseeing MSL III lesson facilitation and supervised by ROTC Cadre.
- The end state for the MSL 401 courses is to produce cadets who have a self-authored professional identity; thrive in operationally ambiguous environments; are moral exemplar and are prepared to be Army leaders, skilled critical thinkers, problem solvers, and team builders; skilled oral and written communicators committed to the Army ethic and profession; who have advanced interpersonal skill, knowledge of training management, and understands Army Doctrine; are culturally aware and display characteristics of a lifelong learner.
- Required Texts:** ARMY 21044 1111 P01 – Army Regulations and Policies
ARMY 11442 4413 P02 – Army Regulations and Policies
ARMY 10356 4471 P81 – N/A
ARMY 11443 4471 P82 – N/A
- Recommended Texts:** ARMY 21044 1111 P01 – Army Regulations and Policies
ARMY 11442 4413 P02 – Army Regulations and Policies

ARMY 10356 4471 P81 – N/A
 ARMY 11443 4471 P82 – N/A

Student Learning Outcomes: Have a self-authored professional identity; thrive in operationally ambiguous environments; are moral exemplar and are prepared to be Army leaders, skilled critical thinkers, problem solvers, and team builders; skilled oral and written communicators committed to the Army ethic and profession; who have advanced interpersonal skill, knowledge of training management, and understands Army Doctrine; are culturally aware and display characteristics of a lifelong learner.

	Upon successful completion of this course, students will be able to:	Program Learning Outcome # Alignment	Core Curriculum Outcome Alignment
1	Live honorably and build trust - The Army Profession		
2	Demonstrate intellectual, military and physical competence - Professionalism		
3	Think critically and creatively, make sound and timely decisions - Adaptability		
4	Develop, lead and inspire; Communicate and interact effectively - Teamwork		
5	Pursue excellence and continue to grow - Lifelong Learning and Comprehensive Fitness		
6	Achieve balance, resiliency, and strong and winning spirit - Comprehensive Fitness		

Major Course Requirements

Method of Determining Final Course Grade

Course Grade Requirement

ARMY 10350 4413 P01 & ARMY 11442 4413 P02

- | | |
|------------------------|-----|
| 1) PT Attendance | 10% |
| 2) APFT x3 | 15% |
| 3) Class Participation | 10% |
| 4) Assignments* | 10% |
| 5) Event Participation | 10% |
| 6) Admin Requirements | 15% |
| 7) Mid-Term Exam | 15% |
| 8) Final Exam | 15% |

Total: 100%

ARMY 10356 4471 P81 & ARMY 11443 4471 P82

- | | |
|----------------------|-----|
| 1) Lab Participation | 40% |
| 2) FTX Participation | 60% |

Total: 100%

Course Procedures or Additional Instructor Policies

COURSE DESIGN

This course was designed to be student-centric with the onus of learning on the student, but facilitated by the Cadre. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. Cadets must properly conduct their pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow the Cadre to spend the majority of the class time on specific areas that are least understood from the lessons, rather than re-teaching the subject from scratch. Cadets are expected

to do homework so the Cadre can spend more time sharing his/her wealth of personal and professional knowledge and experiences with the 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.

POLICIES AND PROCEDURES

Attendance Policy

Unless otherwise stated in the course syllabus/outline, or unless an absence is excused in accordance with this policy, Cadets are expected to attend and participate in all scheduled class meetings. Cadre are expected to communicate class attendance and participation requirements in the course syllabus/outline. Cadets are responsible for meeting the attendance and participation requirements in each course. If there are any questions or concerns over the requirements, Cadets should speak directly to the Cadre at the beginning of the semester.

- *Notification of Cadre*

- 1) **Planned Absences.** Cadets must notify Cadres at least one week prior to the planned absences. If the absence is for military service the Cadets should provide to the Cadre a copy of the military orders or documents.
- 2) **Illness or other extenuating circumstances.** Cadets should notify the Cadre directly of absence due to illness or other extenuating circumstance. Cadets must bring a Doctor's note in the event of missed class/lab to the Cadre.

- *Make up missed work*

- 1) With Cadre permission, make-up exams and assignments will be scheduled by the Cadre within a reasonable time. Make-up exams and assignments will be equivalent to and no more difficult than the original assignments.
- 2) A Cadet who misses multiple class periods should seek advice from the Cadre about the advisability of continuing in the course or requesting an Incomplete grade (if the Cadet is otherwise eligible for an Incomplete).

Participation

Cadets are expected to participate actively in learning through critical reflection, inquiry, dialogue, group interactions, and field exercises. 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, leading lab exercises, and contributing to ROTC and university events.

Uniforms and Appearance

ACU (Army Combat Uniform)

Cadets in the National Guard and Reserves are expected to wear ACUs to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

Unacceptable Classroom Attire

Cutoffs, athletic wear, spandex or Lycra such as biker shorts, tank tops, tube tops, halter tops with spaghetti straps, underwear as outerwear, beach wear, midriff length tops, provocative attire, off-the-shoulder tops, evening wear, and workout clothes or shoes, etc.

Appropriate Business Casual Attire

Casual business attire will be worn on special occasions and during events. Appropriate casual business attire for Cadets includes the following:

Male: Slacks, Polo shirts with collars, Oxford button-down shirts, sweaters and cardigans, and loafers and dress shoes

Female: Slacks, walking shorts, button-down shirts, polo shirts, shorts, pencil skirt, loafers, sweaters, and dress shoes

Unacceptable Business Casual Attire

Plain or pocket T-shirts, T-shirts with logos, cutoffs, athletic wear, blue denim jeans, spandex or Lycra such as biker shorts, tennis shoes, tank tops, tube tops, halter tops with spaghetti straps, deck shoes, underwear as outerwear, beach wear, midriff length tops, provocative attire, off-the-shoulder tops, evening wear, and workout clothes or shoes, etc.

*** Consult Cadre for questions or confirmation ***

Collaboration

Cadets are encouraged to work together with their fellow MSL I Cadets and seek guidance and help from the Cadre, MSL IV Cadets and other ROTC Cadre.

On-line Conduct

As members of the Army Team, contracted Cadets' actions and interactions, in and outside of the classroom environment, online and offline, reflect on the Army and the Army Values. All Cadets are responsible to uphold the Army standards and values including 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, Chapter 7, and AR 600-100.

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).

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.

(1) 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.

(2) 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.

(3) 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.

Academic Integrity Statement

The ROTC Program is strongly committed to nurturing of academic excellence, including truth, honesty, and personal integrity. The Cadre expects all Cadets to maintain high ethical standards and adhere to the PVAMU Student Rights and Responsibilities. (<https://www.pvamu.edu/student-life/>)

GRADING POLICY

90% & above = A
80% & above = B
70% & above = C
60% & above = D
59% & below = F

* All late assignments will receive a 10% reduction in grade. *

Student Support and Success

John B. Coleman Library

The library and its partners have as their mission to provide resources and instructional material in support of the evolving curriculum, as a partner in Prairie View A&M University's mission of teaching, research, and service and to support the University's core values of access and quality, diversity, leadership, relevance, and social responsibility through emphasis on ten key areas of service. It maintains library collections and access both on campus, online, and through local agreements to further the educational goals of students and faculty. <https://www.pvamu.edu/library/> Phone: 936-261-1500

The Learning Curve (Center for Academic Support)

The Learning Curve offers Tutoring via peer tutoring. The services include workshops (i.e., Save My Semester, Recalculate Your Route), seminars (i.e., Tools You Can Use: TI-84), group review sessions (i.e., College Algebra Topic Reviews, GRE Preparation), group study opportunities (i.e., TSIA, HESI, Study Break, Exam Cram), and test-taking strategies (How to take Notes, Study Buddy, 5 Day Study Guide). The Learning Curve is a nationally certified tutoring program through the National Tutoring Association. The peer tutors are trained and certified by the coordinator each semester. Location: J.B. Coleman Library Rm. 207F. Phone: 936-261-1561

The Center for the Oversight and Management of Personalized Academic Student Success (COMPASS)

The Center for the Oversight and Management of Personalized Academic Student Success (COMPASS) is designed to help Prairie View students in their second year and beyond navigate towards graduation by providing the following services: Academic Advisement, Targeted Tutorials for Personalized Learning, Campus-Wide Referrals, and Academic & Social Workshops. Location: J.B. Coleman Library Rm. 306. Phone: 936-261-1040

Writing Center

The Writing Center provides student consultants on all aspects of the writing process and a variety of writing assignments. Writing Center consultations assist students in such areas as prewriting, brainstorming, audience awareness, organization, research, and citation. Students taking on-line courses or courses at the Northwest Houston Center or College of Nursing may consult remotely or by email. Location: Hilliard Hall Rm. 121. Phone: 936-261-3724.

Student Counseling Services

The Student Counseling Services unit offers a range of services and programs to assist students in maximizing their potential for success: short-term individual, couples, and group counseling, as well as crisis intervention, outreach, consultation, and referral services. The staff is licensed by the State of Texas and provides assistance to students who are dealing with academic skills concerns, situational crises, adjustment problems, and emotional difficulties. Information shared with the staff is treated confidentially and in accordance with Texas State Law. Location: Owens-Franklin Health Center Rm. 226. Phone: 936-261-3564

Testing

The Department of Testing administers College Board CLEP examinations, the HESI A2 for pre-nursing majors, LSAT for law school applicants and MPRE for second-year law students, the Experiential Learning Portfolio option, the Texas Success Initiative (TSI) Assessment, which determines college readiness in the state, and exam proctoring, among other service such as SAT and ACT for high school students. Location: Delco Rm. 141. Phone: 936-261-4286

Office of Diagnostic Testing and Disability Services

As a federally-mandated educational support unit, the Office of Disability Services serves as the repository for confidential disability files for faculty, staff, and students. For persons with a disability, the Office develops individualized ADA letters of request for accommodations. Other services include: learning style inventories, awareness workshops, accessibility pathways, webinars, computer laboratory with adapted hardware and software, adapted furniture, proctoring of non-standardized test administrations, ASL interpreters, ALDs, digital recorders, Livescribe, Kurtzweil, and a comprehensive referral network across campus and the broader community. Location: Evans Hall Rm. 317. Phone: 936-261-3585

Veteran Affairs

Veterans Services works with student veterans, current military and military dependents to support their transition to the college environment and continued persistence to graduation. The Office coordinates and certifies benefits for both the G.I. Bill and the Texas Hazlewood Act. Location: Evans Hall Rm. 323. Phone: 936-261-3563

Office for Student Engagement

The Office for Student Engagement delivers comprehensive programs and services designed to meet the co-curricular needs of students. The Office implements inclusive and accessible programs and services that enhance student development through exposure to and participation in diverse and relevant social, cultural, intellectual, recreational, community service, leadership development and campus governance. Location: Memorial Student Center Rm. 221. Phone: 936-261-1340

Career Services

Career Services supports students through professional development, career readiness, and placement and employment assistance. The Office provides one-on-one career coaching, interview preparation, resume and letter writing, and career exploration workshops and seminars. Services are provided for students at the Northwest Houston Center and College of Nursing in the Medical Center twice a month or on a requested basis. Distance Learning students are encouraged to visit the Career Services website for information regarding services provided. Location: Evans Hall Rm. 217. Phone: 936-261-3570

University Rules and Procedures

Disability Statement (Also See Student Handbook):

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 contact Disability Services, in Evans Hall, Room 317, or call 936-261-3585/3.

Academic Misconduct (See Student Handbook):

You are expected to practice academic honesty in every aspect of this course and all other courses. Make sure you are familiar with your Student Handbook, especially the section on academic misconduct. Students who engage in academic misconduct are subject to university disciplinary procedures.

Forms of Academic Dishonesty:

1. Cheating: deception in which a student misrepresents that he/she has mastered information on an academic exercise that he/she has not mastered; giving or receiving aid unauthorized by the instructor on assignments or examinations.
2. Academic misconduct: tampering with grades or taking part in obtaining or distributing any part of a scheduled test.
3. Fabrication: use of invented information or falsified research.
4. Plagiarism: unacknowledged quotation and/or paraphrase of someone else's words, ideas, or data as one's own in work submitted for credit. Failure to identify information or essays from the Internet and submitting them as one's own work also constitutes plagiarism.

Nonacademic Misconduct (See Student Handbook)

The university respects the rights of instructors to teach and students to learn. Maintenance of these rights requires campus conditions that do not impede their exercise. Campus behavior that interferes with either (1) the instructor's ability to conduct the class, (2) the inability of other students to profit from the instructional program, or (3) campus behavior that interferes with the rights of others will not be tolerated. An individual engaging in such disruptive behavior may be subject to disciplinary action. Such incidents will be adjudicated by the Dean of Students under nonacademic procedures.

Sexual Misconduct (See Student Handbook):

Sexual harassment of students and employers at Prairie View A&M University is unacceptable and will not be tolerated. Any member of the university community violating this policy will be subject to disciplinary action.

Title IX Statement

Prairie View A&M University (PVAMU) is committed to supporting students and complying with the Texas A&M University System non-discrimination policy. It seeks to establish an environment that is free of bias, discrimination, and harassment. If you experience an incident of sex- or gender-based discrimination, including sexual harassment, sexual assault or attempted sexual assault, we encourage you to report it. While you may talk to a faculty member about an incident of misconduct, the faculty member must report the basic facts of your experience to Ms. Alexia Taylor, PVAMU's Title IX Coordinator. If you would like to speak with someone who may be able to afford you privacy or confidentiality, there are individuals who can meet with you. The Title IX Coordinator is designated to handle inquiries regarding non-discrimination policies and can assist you with understanding your options and connect you with on- and off-campus resources. The Title IX Coordinator can be reached by phone at 936-261-2123 or in Suite 013 in the A.I. Thomas Administration Building.

Class Attendance Policy (See Catalog for Full Attendance Policy)

Prairie View A&M University requires regular class attendance. Attending all classes supports full academic development of each learner whether classes are taught with the instructor physically present or via distance learning technologies such as interactive video and/or internet.

Excessive absenteeism, whether excused or unexcused, may result in a student's course grade being reduced or in assignment of a grade of "F". Absences are accumulated beginning with the first day of class during regular semesters and summer terms. Each faculty member will include the University's attendance policy in each course syllabus.

Student Academic Appeals Process

Authority and responsibility for assigning grades to students rests with the faculty. However, in those instances where students believe that miscommunication, errors, or unfairness of any kind may have adversely affected the instructor's assessment of their academic performance, the student has a right to appeal by the procedure listed in the Undergraduate Catalog and by doing so within thirty days of receiving the grade or experiencing any other problematic academic event that prompted the complaint.

TECHNICAL CONSIDERATIONS

Minimum Recommended Hardware and Software:

- Intel PC or Laptop with Windows 7; Mac with OS X; Smartphone or iPad/Tablet with Wi-Fi
- High speed Internet access
- 8 GB Memory
- Hard drive with 320 GB storage space
- 15" monitor, 800x600, color or 16 bit
- Sound card w/speakers
- Microphone and recording software
- Keyboard & mouse
- Most current version of Google Chrome, Safari, Internet Explorer or Firefox

Note: Be sure to enable Java & pop-ups in the Web browser preferences

Participants should have a basic proficiency of the following computer skills:

- Sending and receiving email
- A working knowledge of the Internet
- Proficiency in Microsoft Word (or a program convertible to Word)

- Proficiency in the Acrobat PDF Reader
- Basic knowledge of Windows or Mac O.S.

Netiquette (online etiquette):

Students are expected to participate in all discussions and virtual classroom chats as directed. Students are to be respectful and courteous to others on discussions boards. Foul or abusive language will not be tolerated.

Technical Support:

Students should go to <https://mypassword.pvamu.edu/> if they have password issues. The page will provide instructions for resetting passwords and contact information if login issues persist. For other technical questions regarding eCourses, call the Office of Distance Learning at 936-261-3283

Communication Expectations and Standards:

Emails or discussion postings will receive a response from the instructor, usually in less than 48 hours. Urgent emails should be marked as such. Check regularly for responses.

Discussion Requirement:

Online courses often require minimal to no face-to-face meetings. However, conversations about the readings, lectures, materials, and other aspects of the course can take place in a seminar fashion. This will be accomplished by the use of the discussion board. The exact use of discussion will be determined by the instructor.

It is strongly suggested that students type their discussion postings in a word processing application and save it to their PC or a removable drive before posting to the discussion board. This is important for two reasons: 1) If for some reason your discussion responses are lost in your online course, you will have another copy; 2) Grammatical errors can be greatly minimized by the use of the spell-and-grammar check functions in word processing applications. Once the post(s) have been typed and corrected in the word processing application, it/they should be copied and pasted to the discussion board.

<u>DATE/ DAY</u>	<u>ACTIVITY</u>	<u>LOCATION</u>	<u>UNIFORM</u>
27 AUG CLASS 1230-1400	CRS OVERVIEW OML & STANDARDIZED TESTING	HT	ACU
29 AUG CLASS 1230-1400 LAB 1400 – 1700	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS INTRODUCTION & ORIENTATION	HT	ACU
03 SEP CLASS 1230-1400	OPERATIONS AND PLANNING PROCESS	HT	ACU
05 SEP CLASS 1230-1400 LAB 1400 – 1700	TRAINING UNITS AND DEVELOPING LEADERS FOOM: FORMATION ORDER OF MOVEMENT / DRILL & CEREMONY	HT	ACU
10 SEP CLASS 1230-1400	UNIT TRAINING MANAGEMENT UNIT TRAINING PLAN	HT	ACU
12 SEP CLASS 1230-1400 LAB 1400 – 1700	TRAINING MEETING TEAM BUILDING EXERCISE	HT	ACU
17 SEP CLASS 1230-1400	RISK MANAGEMENT ASSESSING UNIT TRAINING	HT	ACU
19 SEP CLASS 1230-1400 LAB 1400 – 1700	MISSION COMMAND CASE STUDIES FIRST AID	HT	ACU
24 SEP CLASS 1230-1400	DEVELOPING OTHERS I (SUPPORT FORMS)	HT	ACU
26 SEP CLASS 1230-1400 LAB 1400 – 1700	DEVELOPING OTHERS II (COUNSELING) PRE-COMBAT CHECKS & INSPECTIONS FOR FTX	HT	ACU
01 OCT CLASS 1230-1400	OFFICER EVALUATION REPORT (OER)	HT	ACU
03 OCT CLASS 1230-1400 LAB 1400 – 1700	NCO EVALUATION REPORT (NCOER) LAND NAVIGATION	HT	ACU
08 OCT CLASS 1230-1400	EQUAL OPPORUTNITY PROGRAM SHARP PROGRAM SUICIDE PREVENTION PROGRAM	HT	ACU
10 OCT CLASS 1230-1400	THE ARMY AS A PROFESSION	HT	ACU

LAB 1400 – 1700	ARMY LEADER ETHICS LAND NAVIGATION		
15 OCT CLASS 1230-1400	LAW OF LAND WARFARE AND RULES OF ENGAGEMENT (ROE)	HT	ACU
17 OCT CLASS 1230-1400	MID-TERM	HT	ACU
22 OCT CLASS 1230-1400	ETHICAL DECISION VIGNETTE - ORDINARY SOLDIERS	HT	ACU
24 OCT CLASS 1230-1400 LAB 1400 – 1700	CIVIL-MILITARY RELATIONS FIELD CRAFT	HT	ACU
29 OCT CLASS 1230-1400	OPERATIONS SECURITY	HT	ACU
31 NOV CLASS 1230-1400 LAB 1400 – 1700	COMPREHENSIVE SOLDIER AND FAMILY FITNESS (CSF2) MILITARY COMMUNICAITON	HT	ACU
05 NOV CLASS 1230-1400	OFFICER CAREER PLANNING I	HT	ACU
07 NOV CLASS 1230-1400 LAB 1400 – 1700	OFFICER CAREER PLANNING II US ARMY WEAPON SYSTEMS / INDIVIDUAL MOVEMENT TECHNIQUES	HT	ACU
12 NOV CLASS 1230-1400	LEADER SELF-DEVELOPMENT	HT	ACU
14 NOV CLASS 1230-1400 LAB 1400 – 1700	PERSONAL FINANCIAL MANAGEMENT MILITARY PAY AND FINANCE TEAM & SQUAD MOVEMENT TECHNIQUES	HT	ACU
19 NOV CLASS 1230-1400	CROSS CULTURAL COMPETENCY	HT	ACU
03 DEC CLASS 1230-1400	ADMINISTRATIVE PERSONNEL ACTIONS THE UNIFORM CODE OF MILITARY JUSTICE (UCMJ) ADMINISTRATIVE DISCIPLINE AND SEPARATION	HT	ACU
05 DEC CLASS 1230-1400 LAB 1400 – 1700	FINAL EXAM REVIEW FINAL AAR AND CLOSE OUT	HT	ACU
10 DEC CLASS 1230-1400	FINAL EXAM	HT	ACU