

**MSL 2222 Individual Leader Studies and Team Work II
Course Syllabus**



Instructor:

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Office Hours and Appointments

Monday: 0900 - 1600
 Wednesday: 0900-1600
 Friday: 0900-1300

I am available to meet to discuss assignments, additional instruction, issues, or concerns. **While appointments are recommended, they are not necessary.** An appointment will simply guarantee my availability. My schedule is generally flexible, and I will schedule a specific time to meet with you beyond office hours, if necessary. I am a free and mostly unlimited resource so I encourage use it as much as needed to ensure classroom and Army success. Feel free to schedule via email, texting/calling my cell or office number.

Class Days and Times

Tuesday 1100-1220
 Thursday 1100-1220

Schedule

LSN #	Date	Topic	Lesson #	Date	Topic
LSN 1	16/18 Jan	Introductions + Syllabus	LSN 9	19/21 Mar	How to Plan, Brief, and Execute OPORDs
LSN 2	23/25 Jan	Cultural Awareness + Team Building	LSN 10	26/28 Mar	WARNORD Briefing Week
LSN 3	30 Jan/01 Feb	Fundamentals of Leadership + Adaptive Leaders	LSN 11	02/04 Apr	FM 6-22: Leadership Attributes and Competencies
LSN 4	06/08 Feb	Tactics: Orders/TLPs + Roles/Responsibilities	LSN 12	09/11 Apr	Applying the Army Values to a Tactical Problem + Ethical Reasoning
LSN 5	13/15 Feb	Tactics: Squad + Platoon Level	LSN 13	16/18 Apr	Moral Dimensions of Conflict + Recap
LSN 6	20/22 Feb	Tactics: Mission Execution + Reports	LSN 14	23 Apr	Final Exam/Brief Week
LSN 7	27/29 Feb	Introduction to Military Briefing + OPORDs			
LSN 8	05/07 Mar	Terrain Model Kits, OPORD Shells, + Planning Process			

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Labs

Lab #	Date	Topic	Lab #	Date	Topic
Lab 1	19 Jan	Team Building	Lab 9	22 Mar	JFTX w/ SFA
Lab 2	26 Jan	Intro to Land Nav	Lab 10	29 Mar	PLT Tactics Recap/AAR
Lab 3	02 Feb	PLT Tactics: Recon/PB	Lab 11	05 Apr	Land Nav Course
Lab 4	09 Feb	PLT Tactics: PLT Attack	Lab 12	12 Apr	Campus FTX
Lab 5	16 Feb	PLT Tactics: React to Contact	Lab 13	19 Apr	M4 Familiarization and EST
Lab 7	01 Mar	PLT Tactics: Comprehensive			
Lab 8	08 Mar	Organization Day			

Structure:

Course Description

MS-2 is the second step in a cadet's progression to commissioning as an officer in the United States. Tactical competencies are emphasized and include a synchronization of ethical, moral and leader reasoning. Cadets will learn how to effectively plan, brief the plan clearly, and execute the plan to expectations. MS-2 level cadets will walk away with a fundamental understanding of how the Army expects its officers and leaders to think critically on tactical/operational while also considering the ethics of their actions.

Classroom topics will cover four fundamental phases. The first phase will cover general leadership and considerations leaders should make when in positions of influence in their organization. Phase 2 will immerse cadets in tactics from the Squad to Platoon level and have a fundamental understanding of how the Army fights. The third phase will focus on effective Military Briefing and how to create and use products to aid the planning and execution process. Phase 4 and the final phase will cover Ethical Leadership and the Application of Ethics in tactical decision making.

Personal development includes covering the topics of cultural understanding, concise goal setting, time management, resiliency, stress management, and the Army Values. These topics will lead to success as an officer in the Army and in life through developing into a proficient and effective leader.

MS-2 will develop fundamental knowledge of Army Leadership Attributes and Competencies (FM 6-22), understanding of the ROTC commissioning system, and the role cadets will contribute within in the Army.

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 the instructor to spend most of the class time on specific areas that are least understood from the lessons, rather than teaching the

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subject from scratch. There is a wealth of experience and knowledge to share in the classroom—do your homework so there can be more time for sharing personal knowledge and experiences within your class. Class will be conducted in an interactive manner with many opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Course Requirements

1. Participation: You are expected to **actively participate** 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, leading lab exercises, and assisting with ROTC-related activities and events.

2. Attendance is strongly recommended for all physical fitness training, classes, and labs. Classes and labs are graded attendances with either full points for attendance or an excused absence or a 0 for unexcused absences. Arriving late without explanation to the instructor either prior or immediately after class will result in half credit for the day. You must sign in on the attendance sheet to be counted as present. Do **NOT** sign in others, if caught doing so you will be knocked down a letter grade for the course. **YOU MUST BE IN THE CORRECT UNIFORM TO RECEIVE CREDIT FOR ATTENDANCE.**

a. Excused Absence Policy: For details on the Army ROTC's Undergraduate Excused Absence Policy, please review the following guidelines for both planned and unplanned absences found in the supplemental Excused Absence Policy.

b. Physical Fitness / Physical Fitness Assessment / ACFT: As a future officer, you are expected to set the example for physical fitness according to Army regulations. It is **STRONGLY Recommended** to take a Physical Fitness Assessment and a diagnostic ACFT during the semester. It is recommended that **ALL** cadets attend PT sessions.

NOTE: Contracted Cadets are required to participate in ALL Army ROTC sessions as stated in their contract. Non-contracted Cadets will not be considered for contracting if they fail to meet physical fitness and/or height and weight standards. Each unexcused absence will result in a performance counseling. If you have two unexcused absences, the SMI will counsel you. If you have three unexcused absences, the PMS will counsel you. If you require an excused absence, notify (phone and/or email) the Army ROTC Cadre immediately for approval and include your Cadet Chain of Command for accountability. Provide documentation to the Army ROTC Cadre, as needed, for all excused absences.

3. Army Writing Skills: You will be provided writing opportunities to give you experience in the Army Writing Style. Army writing is meant to be easy to read and rapidly comprehend since it is clear and concise. The writer's message must be understood quickly and accurately due to the nature of Army Operations in high risk + high stakes environments with limited available time. These skills will be developed through a series of assignments that are expected to be completed. Failure to complete a written

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assignment will result in a negative performance counseling.

NOTE: Refer to DA PAM 600-67 and AR 25-50 for guidance on the Army Writing Style.

4. **Readings:** Cadets are responsible for all assigned reading assignments. Optional readings are optional but highly recommended. Cadets will allocate appropriate time to thoroughly read the material and spend time on reflection to ensure a strong understanding prior to class. The intent is that class time will be used to cover material on a deeper level and focus on topics that are more challenging.
5. **Quizzes:** Quizzes are used to evaluate a cadet's proficiency in the topic area. The quiz will occur on a 'surprise' basis at the end of class covering the subject material taught that day. There will be a total of five quizzes throughout the semester. Missed quizzes can only be made up with a valid absence excuse or after discussion with the instructor.
6. **Mid-Term Exam:** A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester. The Mid-term will be in the form of a Warning Order (WARNORD) Brief. Students will be graded and evaluated off a 'cut-sheet' assessing their overall quality of work and briefing proficiency.
7. **Final Exam:** A cumulative Final Exam will be given to assess your knowledge achieved throughout the course of the semester. The final exam will be a brief and 1000-word paper on an inspiring military leader using the leadership evaluation we have discussed in class. The brief will consist of a short 10-minute presentation with some sort of presentation tool (slides, graphs, pictures, etc.) and students will be evaluated on their completion of the task to standard and presentation ability.

Evaluation and Grading

The course is graded on a 100 point total scale with the cumulation of all assignments and attendance equaling total points. The breakdown is as follows:

Military Science Leadership (MSL)

<u>TYPE</u>	<u>PERCENTAGE</u>	<u>TOTAL POINTS</u>	<u>BREAKDOWN</u>	<u>POINT PER</u>
Attendance	40%	40 points	Lessons	1.67 points (x24)
Assignments	10%	10 points	Surprise Quizzes	2 points (x5)
WARNORD Brief	25%	25 points	Brief	
Final	25%	25 points	Brief and Paper	

SCALE: The following grading scale will be used based on 200 points possible translated into a percentage out of 100%:

<u>Grade</u>	<u>Percentage</u>	<u>Min Total Points</u>
<u>A</u>	90-100%	90
<u>B</u>	80-89.99%	80
<u>C</u>	70-79.99%	70
<u>D</u>	60-69.99%	60

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<u>F</u>	59.99% or lower	59.9 or less
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Letter Grades of D or Lower are considered failures for Contracted Cadets

NOTE: Extra credit opportunities could arise throughout the semester at the instructors discretion.

Assignments

Submission: All assignments will be properly labeled with the name of the assignment, followed by the submitting party's name/rank, and the submission date (i.e. "Intrigue Journal – Cadet Johnson (2 Dec)"). Improperly labeled assignments (i.e. "Final Exam" or "Untitled document" are unprofessional and **will not be accepted**.

Failure to adhere to this requirement may result in a loss of points for the assignment.

Late Policy: Late assignments will be accepted with the accompaniment of a valid excuse or excused absence. **Late excuses or deadline extensions are due to the instructor prior to the assignment's deadline.** These may be communicated and granted by the instructor through direct communication via Email, Call, Text or preferably face to face communication. Assignments turned in late without a justification will only receive half credit at most.

Missing/Absent Assignments: Missing assignments will automatically result in 0 points for that assignment. Communicate to the instructor if an assignment is missing and coming up with a plan of action to make it up. Missing assignments exceeding the deadline by a week without discussing with the instructor up to that point will not be accepted and will remain a 0.

E-Mail

E-mail correspondence should be done in a professional manner. All e-mail should be sent using a professional e-mail address (i.e. school provided or .mil). In addition, use the following guidance:

Subject Line- each e-mail should include a subject. If you forget to add one, on top of being unprofessional, your message might not get opened. Use the subject line to summarize why you are sending the e-mail.

i.e. 24 May Leadership Lab

i.e. PT Guidance for the Week of 22 Feb

Salutation- if you have a contact person, address your email to individual. You should address each individual on the "To" line.

i.e. Sir/Ma'am

i.e. MAJ Grant

i.e. Gentlemen/Ladies

Body- the opening of the email should get right to the point, in the Army, we call this BLUF, or Bottom-Line Up Front. You can go into more depth after this BLUF statement.

i.e. I am submitting the homework assignment due on 13 March.

i.e. I am looking to set up a meeting to discuss my grades.

Ensure that you proof your e-mail for spelling and grammatical errors. Many e-mails

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applications offer editing; however, you can copy the information into a word document and edit via Microsoft Word or Grammarly before pasting the content back into the e-mail.

Closing- The most common way to close an e-mail is with a word or statement, such as "Sincerely," "Respectfully," or "With Regards." It is important to create an e-mail signature and to include that signature with every message you send. Include your full name, your e-mail address and your phone number.

i.e. my signature is:

Very Respectfully,

Don F. McLaren

1LT, FA

APMS/Patton Intern

Prairie View A&M ROTC

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☎ Cell: (202)-374-1071

Failure to adhere to this standard may result in a loss of points for the applicable assignment or overall course grade.

NOTE: Contracted Cadets will participate in **ALL** ROTC activities in and outside the classroom.

Character Development / Classroom Conduct

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MS Level. You are expected to carry yourself as a leader in the U.S. Army and live up to the Army Values to the best of your ability. All Army ROTC Cadets/students will adhere to the Prairie View A&M University Academic Integrity Policy. Please see link below:

Counseling

Formal counseling will be used to record and address behaviors and performance in the classroom. Counseling will be either Positive in which strong behaviors are recorded and supported or Negative in which poor performance will be noted and considered when final grades occur. The counseling will be recorded on a DA 4856 with a face to face interaction and be signed by the Cadet and the instructor acknowledging the receiving of the counseling, the reason for it, and the agreed to way forward. Refusing to sign the counseling or disagreeing with its content will be elevated to the Professor of Military Science and a decision will be made at his discretion.

Behaviors that will result in a negative counseling include: Missing Class with an unexcused absence or no communication with the instructor, Missing an assignment without justification, undisciplined behavior, lack of military bearing or professional demeanor, or disrespect towards another cadet or instructor.

Behaviors that will result in a positive counseling include: Helping out after class or on your own time, exemplary performance on an assignment, assisting in the development of other cadets, or generally positive behaviors.

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Counseling is used to formally address and record behaviors. They assist the instructors within the ROTC program to develop cadets and keep track of reoccurring behaviors to assist with administrative decisions. For an example, a cadet who routinely receives positive counseling or observation from the instructors is more likely to receive opportunities such as Air Assault School, Airborne, Preferred Cadet Summer Training Dates, or potentially a scholarship. If a cadet has a low grade in the course and believes it should be raised, their counseling packet will be considered in that decision. If that cadet's counseling packet shows a reoccurring theme of missing classes and assignments with the specifics associated, the cadet will have to accept the consequences of their performance and accept the lower grade.

Counseling is meant to be used as a developmental tool to assist cadets in their development while ensuring that the cadets final performance grade is fair and justified.

Academic Integrity

Academic dishonesty is defined as any form of cheating or dishonesty that has the effect or intent of interfering with any academic exercise or fair evaluation of a student's performance. The college faculty can provide additional information, particularly related to a specific course, laboratory, or assignment.

You are expected to practice academic honesty in every aspect of this course and all other courses. Make sure you are familiar with the *University Administrative Guidelines on Academic Integrity*, which can be found on the [Academic Integrity webpage](#). Students who engage in academic misconduct are subject to university disciplinary procedures. As listed in the *University Administrative Guidelines on Academic Integrity*, the University Online Catalog, and the Student Code of Conduct, the following are examples of prohibited conduct. This list is not designed to be all-inclusive or exhaustive. In addition to academic sanctions, any student found to have committed academic misconduct that is also a violation of criminal law may also be subject to disciplinary review and action by the Office of Student Conduct (as outlined in the Student Code of Conduct).

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 learned, giving or receiving aid unauthorized by the instructor on assignments or examinations. Examples: unauthorized use of notes for a test; using a "cheat sheet" on a quiz or exam; any alteration made on a graded test or exam which is then resubmitted to the teacher;
2. **Plagiarism**: Careless or deliberate use of the work or the ideas of another; representation of another's work, words, ideas, or data as your own without permission or appropriate acknowledgment. Examples: copying another's paper or answers, failure to identify information or essays from the internet and submitting or representing it as your own; submitting an assignment which has been partially or wholly done by another and claiming it as yours; not properly acknowledging a source which has been summarized or paraphrased in your work; failure to acknowledge the use of another's words with quotation marks;
3. **Collusion**: When more than one student or person contributes to a piece of work that is submitted as the work of an individual;
4. **Conspiracy**: Agreeing with one or more persons to commit an act of academic/scholastic dishonesty; and

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Multiple Submission: Submission of work from one course to satisfy a requirement in another course without explicit permission. Example: using a paper prepared and graded for credit in one course to fulfill a requirement and receive credit in a different course

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 regarding uniforms and appearance.

Collaboration

You are encouraged to work together with your fellow MS III3 Cadets and seek guidance and help from your instructor and other ROTC cadre.

Student Conduct Policy

PVAMU students are expected to abide by the Prairie View A&M University's Code of Student Conduct: <https://www.pvamu.edu/sa/student-conduct/>

Sexual Misconduct Policy

In accordance with the PVAMU's Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. More information can be found on the Title IX website at <https://www.pvamu.edu/titleix/sexual-misconduct-policy/>

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner.

We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

Title IX

Title IX of the Education Amendments Act of 1972 is a federal law that states: "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."

Inappropriate Relationships

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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.

On-line Conduct

The Army is a values-based organization where everyone is expected to do what is right by treating all persons as they should be treated—with dignity and respect. Army personnel are expected to treat all people with respect in all aspects of life and forms of communication (for example, online or in person). Furthermore, Army personnel, especially those entrusted with the mantle of leadership, will lead by example and do what is right to prevent abusive treatment of others.

Failure to do so brings discredit on the Army and may have strategic implications. Hazing, bullying, and discriminatory harassment of people or their property is prohibited; allegations of harassment will be addressed swiftly, individually, and considering their circumstances. Hazing, bullying, online misconduct, and other acts of misconduct, undermine trust, violate our ethic, and negatively impact command climate and readiness.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 4, paragraph 4-19.

Students with Disabilities

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The Office of Disability Services, in accordance with 504/ADA guidelines, is committed to providing reasonable academic accommodations to students who request them. Students seeking accommodation must confirm eligibility (requirements at <https://www.pvamu.edu/disabilityservices/our-services/for-students/>) and self-identify with the Office of Disability Services each semester (<https://www.pvamu.edu/disabilityservices/procedures/student-intake-procedure/>). The Office of Disability Services can be contacted at 936-261-3583/3585 or disabilityservices@pvamu.edu.

Student Support and Success

John B. Coleman Library

The John B. Coleman Library's mission is to enhance the scholarly pursuit of knowledge, to foster intellectual curiosity, and to promote life-long learning and research through our innovative services, resources, and cultural programs, which support the Prairie View A&M University's global mission of teaching, service, and research. It maintains library collections and access both on campus, online, and through local agreements to further the educational goals of students and faculty. Website: <https://www.pvamu.edu/library/>; Phone: 936-261-1500

Academic Advising Services

Academic Advising Services offers students a variety of services that contributes to student success and leads towards graduation. We assist students with understanding university policies and procedures that affect academic progress. We support the early alert program to help students get connected to success early in the semester. We help refer students to the appropriate academic support services when they are unsure of the best resource for their needs. Faculty advisors support some students in their respective colleges. Your faculty advisor can be identified in PantherTracks. Advisors with Academic Advising Services are available to all students. We are located across campus. Find your advisor's location by academic major at www.pvamu.edu/advising. Phone: 936-261-5911

The University Tutoring Center

The University Tutoring Center (UTC) offers free tutoring and academic support to all registered PVAMU students. The mission of the UTC is to help provide a solid academic foundation that enables students to become confident, capable, independent learners. Competent and caring staff and peer tutors guide students in identifying, acquiring, and enhancing the knowledge, skills, and attitudes needed to reach their desired goals. Tutoring and academic support are offered face-to-face in the UTC, in virtual face-to-face sessions (<https://www.pvamu.edu/student-success/sass/university-tutoring-center/>), and through online sessions (<https://www.pvamu.edu/pvplace/>). Other support services available for students include Supplemental Instruction, Study Break, Academic Success Workshops, and Algebra Study Jam. Location: J. B. Coleman Library, Rm. 307; Phone: 936-261-1561; Email: pv tutoring@pvamu.edu; Website: <https://www.pvamu.edu/student-success/sass/university-tutoring-center/>

Writing Center

The Writing Center provides well-trained peer tutors to assist students with writing assignments at any stage of the writing process. Tutors help students with various writing tasks from understanding assignments, brainstorming, drafting, revising, editing, researching, and integrating sources. Students have free access to Grammarly online writing assistance.

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Grammarly is an automated proofreading and plagiarism detection tool. Students must register for Grammarly by using their student email address. In addition, students have access to face-to-face and virtual tutoring services either asynchronously via email or synchronously via Zoom. Location: J. B. Coleman Library, Rm. 209; Phone: 936-261-3724; Website: <https://www.pvamu.edu/student-success/writing-center/>; Grammarly Registration: <https://www.grammarly.com/enterprise/signup>

Academic Early Alert

Academic Early Alert is a proactive system of communication and collaboration between faculty, academic advisors, and PVAMU students that is designed to support student success by promptly identifying issues and allowing for intervention. Academic Early Alerts help students by providing a central location to schedule advising appointments, view advisor contact information, and request assistance. Students who recognize that they have a problem that is negatively affecting their academic performance or ability to continue school may self-refer an Academic Early Alert. To do so, students will log in to PV Place and click on Academic Early Alert on the left sidebar. Phone: 936-261-5902; Website: <https://www.pvamu.edu/student-success/early-alert/>

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 assists 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: Hobart Taylor, 2nd floor; Phone: 936-261-3564; Website: <https://www.pvamu.edu/healthservices/student-counseling-services/>

Office of Testing Services

Testing Services serves to create opportunities by offering a suite of exams that aid in the students' academic and professional success. Currently, we administer entrance (HESI A2), college readiness (TSI assessment), Prior Learning (CLEP, DSST), and proctored exams. Location: Wilhelmina Delco, 3rd Floor, Rm. 305; Phone: 936-261-3627; Email: aetesting@pvamu.edu; Website: www.pvamu.edu/testing

Office of Diagnostic Testing and Disability Services

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, contact the Office of 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 hard and software, adapted furniture, proctoring non-standardized test administrations, ASL interpreters, ALDs, digital recorders, Livescribe, and a comprehensive

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referral network across campus and the broader community. Location: Hobart Taylor, Rm. 1D128; Phone: 936-261-3583; Website: <https://www.pvamu.edu/disabilityservices/>

Center for Instructional Innovation and Technology Services (CIITS)

Distance Learning, also referred to as Distance Education, is the employment of alternative instructional delivery methods to extend programs and services to persons unable to attend college in the traditional manner. The Center for Instructional Innovation and Technology Services (CIITS) supports student learning through online, hybrid, web-assist, and 2-way video course delivery. For more details and contact information, visit:

<https://www.pvamu.edu/dlearning/distance-learning-2-2/students-2/>; Phone: 936-261-3283

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. 102; Phone: 936-261-3563; Website:

<https://www.pvamu.edu/sa/departments/veteranaffairs/>

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; Website: <https://www.pvamu.edu/studentengagement/>

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: Anderson Hall, 2nd floor; Phone: 936-261-3570; Website:

<https://www.pvamu.edu/careerservices/>

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.

The Army 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.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical care (including immunizations).

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- Wear and appearance of the uniform.
- Personal appearance and grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 5, paragraph 5-6.

Concealed Carry Policy

This policy is designed to be compliant with S.B. 11 and to address the health, safety, and welfare of the campus community. The policy was written after ample consideration of input from campus constituencies regarding several factors, including the nature of the student population, specific safety considerations, and the uniqueness of the campus environment.

This policy applies to all students, faculty, staff, and visitors of the University, except for law enforcement officers commissioned by the Texas Commission on Law Enforcement. (<https://www.pvamu.edu/campuscarry/>)

COVID-19 Campus Safety Measures

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, PVAMU has adopted policies and practices to limit virus transmission.

- **Self-monitoring** - Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction.
- **Face Coverings** - Face coverings (cloth face covering, surgical mask, etc.) are recommended in classrooms, teaching laboratories, common spaces such as lobbies and hallways, public study spaces, libraries, academic resource, and support offices, and outdoor spaces where 6 feet of physical distancing is challenging to maintain reliably.
- **Physical Distancing** - Physical distancing should be maintained between students, instructors, and others in course and course-related activities where possible.
- **Personal Illness and Quarantine** - Students required to quarantine are to participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities. Students experiencing personal injury or illness that is too severe for the student to attend class qualify for an excused absence. To receive an excused absence, students must provide appropriate documentation to the Office for Student Conduct, studentconduct@pvamu.edu.

Interim Undergraduate Grading Policy (required for undergraduate courses)

Due to the unique and unprecedented challenges associated with the COVID-19 pandemic, the Prairie View A&M University has implemented an Interim Undergraduate Grade Policy for undergraduate grades which applies to all undergraduate students in courses offered in all sessions during spring 2021. Under this policy, students have the

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option of converting final assigned letter grades to P (Pass, applicable to any letter grade from A to D-) or NP (No Pass Reported COVID-19, applicable to grades of F) on their transcripts. Please visit [FAQs](#) for additional information.

Syllabus Changes (required for all courses)

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

Resources for Online Learning

Prairie View A&M University is committed to student success, and provides information to optimize the online learning experience through our [Student Services](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, wireless network services, antivirus software, discounted personal software, and downloading Microsoft Office 365 at no cost.

PVAMU Email

Email communications related to this course will be sent to your [Student Account](#) which each Prairie View A&M University student receives. The Exchange mail server can be accessed via Outlook, which provides a single location for organizing and managing day-to-day information, from email and calendars to contacts and task lists. Exchange email accounts can be accessed by logging into Office 365 with your PantherNet credentials or through PV Place. They can also be configured on IOS and Android [mobile devices](#).

Webcams

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (*state when webcams are required to be on and the academic basis for requiring them to be on*). (*Example: Webcams must be turned on during exams to ensure the academic integrity of exam administration.*)

Panther Code of Honor

All members of the Prairie View A&M University community should conduct themselves in a manner appropriate for a community of scholars. All students are expected to obey the law, follow regulations and maintain absolute integrity, and a high standard of individual honor in scholastic work and personal interaction.

PVAMU Honor Affirmation Statement

I affirm on my honor that I will abstain from dishonesty in all scholastic work and personal interactions.

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: *“I understand and agree to abide by the provisions in the PVAMU Code of Honor. I understand that academic honesty is taken very seriously and, in the cases of violations, penalties may include suspension or expulsion from the Prairie View A&M University.”*

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HyFlex Courses: This course is a HyFlex course. Some students may have a designated face-to-face spot reserved, but alternative ways to participate will also be provided. These alternatives may include (but are not limited to) attending class sessions through synchronous streaming, viewing recordings of class meetings asynchronously, participating in discussion boards, and/or completing self-directed activities. This course will have a final exam per the [University schedule](#). As the University might be transitioning all classes and final exams given after the Winter Break to online delivery, the exam for this course will be delivered in the synchronous online format, and the specified date and time will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

Alternative Assessment in Any Course Format: An alternative assessment will be used in the place of the traditional final exam at the course conclusion. Instructions will be provided, including the date and time that the assessment materials will be released to the class and will be due, resources and collaborations that are allowed and disallowed in the process of completing the assessment, procedures to follow if connectivity or other resource obstacles are encountered during the assessment period, acceptable submission formats, and submission location.

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 JUL 19	
ADP 5-0	The Operations Process	31 JUL 19	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 JUL 19	
ADP 6-22	Army Leadership and the Profession	31 JUL 19	w/ch1, 25 NOV 19
ADP 7-0	Training	31 JUL 19	
ATP 3-05.1	Unconventional Warfare	6 SEP 13	w/ch1, 25 NOV 15
ATP 5-19	Risk Management	14 APR 14	w/ch1, 8 SEP 14
ATP 6-22.1	Counseling Process	1 JUL 14	
FM 1-04	Legal Support to the Operational Army	18 MAR 13	
FM 3-24.2	Tactics in Counterinsurgency	21 APR 09	
FM 6-0	Commanders and Staff Organization and Operations	5 MAY 14	w/ch2, 22 APR 16
FM 6-22	Leader Development	30 JUN 15	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	7 AUG 19	w/ch1 20 SEP 19
FM 7-0	Train to Win in a Complex World	5 OCT 16	

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AR 25-50	Preparing and Managing Correspondence	17 MAY 13	
AR 27-10	Military Justice	11 MAY 16	
AR 37-104-4	Military Pay and Allowances Policy	8 JUN 05	
AR 350-1	Army Training and Leader Development Program	10 DEC 17	
AR 350-50	Combat Center Training Program	2 MAY 18	
AR 350-53	Comprehensive Soldier and Family Fitness	19 JUN 14	
AR 360-1	The Army Public Affairs Program	25 MAY 11	
AR 530-1	Operations Security	26 SEP 14	
AR 600-8-10	Leaves and Passes	3 JUN 20	
AR 600-8-19	Enlisted Promotions and Reductions	16 MAY 19	
AR 600-8-22	Military Awards	5 MAR 19	
AR 600-20	Command Policy	24 JUL 20	
AR 600-63	Army Health Promotion	14 APR 15	
AR 623-3	Evaluation Reporting System	14 JUN 19	
AR 635-200	Active Duty Enlisted Administrative Separations	19 DEC 16	
DA PAM 350-58	Army Leader Development Program	8 MAR 13	
DA PAM 600-3	Officer Professional Development and Career Management	3 APR 19	
DA PAM 600-4	Army Medical Department Officer Professional Development and Career Management	30 MAR 20	
DA PAM 600-8	Military Human Resources Management Administrative Procedures	20 MAY 19	
DA PAM 600-24	Health promotion, risk reduction, and suicide prevention	14 APR 15	
DA Pam 623-3	Evaluation Reporting System	27 SEP 19	
TRADOC Pam 525-3-3	U.S. Army Functional Concept for Mission Command 2020-2040	6 FEB 17	
	Unit Training Management	DEC 13	ATN
	LG to Company Training Meetings	DEC 13	ATN
	LG to AAR	DEC 13	ATN
	Develop Unit METL		ATN
	Determine KCT to Train		ATN
	Objective Assessment of Training Proficiency: Initial Operating Capability: Leader's Guide	29 SEP 17	ATN

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	16 Cases of Mission Command	2013	Army U Press
	Commander's Legal Handbook	2015	JAG
	Operational Law Handbook	2015	JAG
	The Armed Forces Officer	2017	NDU Press
	Army Profession Pamphlet	OCT 18	CAPL
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
CCR 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	18 JUN 19	USACC Sharepoint

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/>
- **Joint Electronic Library (JEL)** - <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Army One Source Website** - <http://www.myarmyonesource.com/default.aspx>
- **My Army Benefits Website** - [http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_\(ACS\).html](http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html)