Instructor

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Course Description
MS202 leadership lab focuses on the improvement of skill level one tasks necessary for leadership development.

Course Design and Format
This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Cadets will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

Lab Map
NOTE: Cadre will provide the lab map to Cadets.

Requirements

Lab Attendance/Participation
Cadets are permitted X2 excused absences per semester. Every absence after will be considered unexcused. Unexcused absences will result in a deduction of 20% from the class attendance/participation grade (cadets have 5 unexcused absences before receiving a 0% in class attendance/participation). ***Any tardiness/late appearances from cadets will be considered an unexcused absence***.

Evaluation and Grading

Attendance/Participation 100%

The following grading scale will be used based on 100 points possible:

90-100 A
80-89  B
70-79  C
60-69  D
0-60   F
Collaboration
You are encouraged to work together with the instructor in modifying assignments, suggesting
agenda, and raising questions for discussion.

Character Development
NOTE: Throughout the year, your individual performance will be evaluated against required
course end states and developmental outcomes. This evaluation is the PMSs’ assessment of
your performance against the Army Leadership Requirements Model (ALRM).

Each Cadet is responsible and expected to attain (know and do) the respective requirements for
each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance
The required uniform for lab is the Army Combat Uniform with the Operational Combat Pattern
(OCP).

Required Administrative Information
NOTE:

1. 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 practices
     ▪ Wear and appearance of the uniform
     ▪ Grooming practices
   • For more information please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6

2. Special Needs
   The American with Disabilities Act of 1990 requires universities to provide a “reasonable
   accommodation” to any individual who advises us of a disability. If you have a physical or
   mental limitation that requires an accommodation or an academic adjustment, please arrange a
   meeting with either myself or the office Cadet accessibility services.

3. Inappropriate Relationships
   Per Army Directive (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 DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a)-(n) of DoDI 1304.33 and also listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in the instruction. As a minimum the form will be retained in the trainer's record while they are assigned to training duty and will be revalidated annually.

(2) At the onset of the first training session, trainers will brief trainees on the policies stated in this instruction, and will provide information that trainees can use to contact someone in leadership if they wish to report any issue related to inappropriate conduct.

(3) Trainees will sign a DD Form 2983 acknowledging their understanding and responsibilities as outlined in DoDI 1304.33, no later than the first day of entry-level training. As a minimum, the form will be retained in the trainee's file until the trainee detaches from the training command or school.

4. **Online 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, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action.
- It is every individual's (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.

5. **Sexual Discrimination**

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.

6. **Discriminatory Harassment**

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment. Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.
The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination. The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information, please refer to AR 600-20, Army Command Policy.

7. **Diversity and Inclusion**

   **Initiate a Dialogue and Keep it Up.** Nationwide protests following the death of George Floyd renewed the urgency for open conversations on tough topics like race, and at TRADOC we are committed to having the dialogue. I recognize each Soldier, Civilian, and Family Member may perceive and react to the current unrest and other societal situations differently. The TRADOC Leadership Team is here to support the entire TRADOC Family. Open dialogue is critical to helping all of us understand and support each other. At every level and in every position, I expect you to talk to your teammates, work harder to listen and gain a better understanding of different points of view, and seek a better perspective that allows us to see the world through their eyes.

   **Assess our Policies and Programs.** The Army and TRADOC must continue to be a national leader in providing equitable and inclusive opportunities and find ways to eliminate any subcultures that threaten our Army Values. We will conduct a thorough review of our internal policies and programs for potential unintended effects or biases. We will also look for better ways to use existing feedback mechanisms such as the Command Climate Survey, Staff Assistance Visits, Special Emphasis Programs, and Focus Groups to better understand perceptions of the workforce regarding race, color, national origin, religion, sex, age, disability, or genetic information. Most importantly, we will take action on the findings and remain committed to creating more opportunity for our entire workforce.

   **Continue to Increase Diversity of our Total Force.** The Army must make acquiring, developing, employing, retaining, and understanding the needs of its diverse force the centerpiece of its competitive advantage or risk losing the war for talent to other entities. Accessions is a major component of our mission. We are ALL on the front lines of ensuring our Army is representative of the country we serve.

   **Change the Way We Train.** Every leader must strive to be more socially aware, compassionate, relate to subordinates and peers, identify discrimination and prejudice, and resolve issues at the lowest level.

   For updated information, please refer to AR 600-20, Army Command Policy.

8. **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.

All Soldiers and Civilians have a responsibility to help resolve acts of sexual harassment. Examples of how to accomplish this follows:

- Direct approach. Confront the harasser and tell them that the behavior is not appreciated, not welcomed and that it must stop. Stay focused on the behavior and its impact. Use common courtesy. Write down thoughts before approaching the individual involved.
- Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.
- Third party. Request assistance from another person. Ask someone else to talk to the harasser, to accompany the victim, or to intervene on behalf of the victim to resolve the conflict.
- Chain of command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.
- Filing a formal complaint. Details for filing an informal or formal complaint are included in appendix C of Army Regulation 600-20 (Army Command Policy) and follow the same procedures as for an Equal Opportunity complaint.

For updated information, please refer to AR 600-20, Army Command Policy.

9. **Prohibited Activities**

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

For updated information, please refer to AR 600-20, Army Command Policy.

10. **Suicide Prevention**

**ACE**

- **Ask**: Ask a direct question such as, “Are you thinking about committing suicide?”
- **Care**: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone
- **Escort**: Escort the person to talk with an RA, a professor, or another professional

**Office Hours and Appointments**

Office Hours are below. I will meet with any Cadet(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.
### ROTC Course Labs

<table>
<thead>
<tr>
<th>Lab</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAB 13</td>
<td>Battle Drills I</td>
</tr>
<tr>
<td>LAB 14</td>
<td>Battle Drills II</td>
</tr>
<tr>
<td>LAB 15</td>
<td>Squad Tactics-Attack</td>
</tr>
<tr>
<td>LAB 16</td>
<td>Squad STX (Attack)</td>
</tr>
<tr>
<td>LAB 17</td>
<td>Squad Tactics-Ambush</td>
</tr>
<tr>
<td>LAB 18</td>
<td>Squad Tactics-Recon</td>
</tr>
<tr>
<td>LAB 19</td>
<td>Squad STX (Recon)</td>
</tr>
<tr>
<td>LAB 20</td>
<td>Fundamentals of Platoon Operations</td>
</tr>
<tr>
<td>LAB 21</td>
<td>Patrol Base Operations</td>
</tr>
<tr>
<td>LAB 22</td>
<td>Platoon Tactics – React to Contact</td>
</tr>
<tr>
<td>LAB 23</td>
<td>Platoon Tactics – Raid/Ambush</td>
</tr>
<tr>
<td>LAB 24</td>
<td>PCCs/PCIs for CST</td>
</tr>
</tbody>
</table>