

**Assurance of Student Learning Report
2022-2023**

College of Education and Behavioral Sciences

Military Science and Leadership

Replace this with your Program Name and Reference Number

Professor of Military Science and Leadership: LTC Anthony J. Struzik

Diddle Arena 1509 Contact: 270-745-6049

Is this an online program? Yes No

Please make sure the Program Learning Outcomes listed match those in CourseLeaf . Indicate verification here

Yes, they match! (If they don't match, explain on this page under **Assessment Cycle**)

Use this page to list learning outcomes, measurements, and summarize results for your program. Detailed information must be completed in the subsequent pages. Add more Outcomes as needed.

Program Student Learning Outcome 1: Demonstrate enhanced individual and collective skills including leader competencies and small unit tactics to effectively plan, coordinate, motivate, and lead formations at the platoon level.

Instrument 1 Advance Camp Evaluation Report Performance Summary

Instrument 2 Individual skill evaluations: Land Navigation, Map Reading Examination, Weapons Qualification, First Aid, Call for Fire (CFF), 8 Mile Ruck March

Instrument 3

Based on your results, check whether the program met the goal Student Learning Outcome 1.

Met

Not Met

Program Student Learning Outcome 2: Demonstrate proficiency in the elements of physical, emotional, and spiritual fitness in order to lead at the platoon level

Instrument 1 Cadet Summer Training (CST) Army Combat Fitness Test (ACFT)

Instrument 2 Combat Water Skills Test (CWST)

Instrument 3

Based on your results, check whether the program met the goal Student Learning Outcome 2.

Met

Not Met

Program Student Learning Outcome 3: Synthesize knowledge, skills, and abilities required of junior officers pertaining to Army operations and company grade officer roles and responsibilities to include the operations process, training management, mission command, and administrative functions as well as written and oral communication

Instrument 1 MIL401 Final

Instrument 2 MIL402 Oral Practicum

Instrument 3

Based on your results, check whether the program met the goal Student Learning Outcome 3.

Met

Not Met

Assessment Cycle Plan:

All outcomes assessed during AY 2022 – 2023.

Program Student Learning Outcome 1

Program Student Learning Outcome	Demonstrate enhanced individual and collective skills including leader competencies and small unit tactics to effectively plan, coordinate, motivate, and lead formations at the platoon level.		
Measurement Instrument 1	<p>Advance Camp Evaluation Report (ACER) Performance Summary (USACC Form 1059). This external evaluation ranks overall Cadet performance at Advanced Camp based on a holistic assessment of individual and collective skills required to serve as a commissioned officer in the United States Army. Due to COVID-19 mitigation a portion of the events were conducted at WKU and recorded in Cadet Command Information Management System (CCIMS).</p> <p>This rating scheme is a forced distribution for all Cadets nationwide attending Advanced Camp. Cadets earning a rating of “Outstanding” are in the top 15th percentile of all Cadets nationwide. Cadets earning a rating of “Excellent” are between 15th and 50th percentile nationwide. Cadets earning a rating of “Proficient” are between the 50th and 85th percentile nationwide. Cadets earning a rating of “Capable” are in the bottom 15th percentile.</p>		
Criteria for Student Success	Graduate Cadet Summer Training with a rating of “Capable” or higher (see attached USACC Form 1059)		
Program Success Target for this Measurement	Greater than 50% of WKU Cadets earn “Outstanding” or “Excellent” rating	Percent of Program Achieving Target	3 of 18 17%
Methods	Each rising Cadet senior attends Advanced Camp at Cadet Summer Training and receives an Evaluation Report (ACER) completed by external evaluators drawn from across US Army Cadet Command Officers and Non-Commissioned Officers. WKU ROTC Cadre reviews each rising Cadet senior’s ACER focusing on the five (5) performance summary categories in block 8.		
Measurement Instrument 2	Individual skills evaluation: Land Navigation, Map Reading Examination, Weapons Qualification, First Aid, Call for Fire (CFF), 8 Mile Ruck March		
Criteria for Student Success	Achieve minimum passing requirements outlined in Cadet Summer Training Policy Memorandum 9 – Advanced Camp Performance and Completion Credit (attached) and summarized on the ACER in block 9.		
Program Success Target for this Measurement	Cadets receive First time “Go” on all events	Percent of Program Achieving Target	1 of 18 1%
Methods	Each rising Cadet senior attends Advanced Camp and is evaluated on the individual skills above based on the standards outlined in the Cadet Summer Training Policy Memorandum 9 and recorded on the ACER. WKU ROTC Cadre reviews each rising Cadet senior’s ACER at the completion of Cadet Summer Training.		
Based on your results, highlight whether the program met the goal Student Learning Outcome 1.		<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Not Met
Results, Conclusion, and Plans for Next Assessment Cycle (Describe what worked, what didn’t, and plan going forward)			
<u>Results:</u> Are the results what was expected or not? What stood out in the assessment cycle? Subjective evaluation of Cadets in leadership observations and overall rating.			
<u>Conclusions:</u> What worked? What didn’t? Why do you think this?			
**IMPORTANT - Plans for Next Assessment Cycle: Criteria for Student Success will remain stringent on their application of the leadership attributes and competencies during Cadet Summer Training Advance Camp criteria as this is the pinnacle capstone for evaluation by external certified Army professionals.			

Program Student Learning Outcome 2			
Program Student Learning Outcome	Demonstrate proficiency in the elements of physical, emotional, and spiritual fitness in order to lead at the platoon level		
Measurement Instrument 1	Cadet Summer Training or most recent Army Combat Fitness Test (ACFT). This age and gender specified standardized test consists of six events: 3-Repetition Maximum Deadlift, Standing Power Throw, Hand-Release Push-Ups, Sprint-Drag-Carry, Timed Plank, and 2-Mile Run, with a maximum possible score of 600. It is effective at measuring a Cadet's muscular strength, endurance, and cardiorespiratory fitness required to serve in the United States Army.		
Criteria for Student Success	Students meet established event scoring standards for the Army ACFT (DA Form 705 Score card and event standards attached) with a minimum of 60% in each event (360 out of 600).		
Program Success Target for this Measurement	Cadets achieve a minimum of 80% in each event (480/600).	Percent of Program Achieving Target	5 of 18 Achieved Target 33%
Methods	Each rising Cadet senior attends Advanced Camp and is administered the Army Combat Fitness Test with the score recorded on a DA Form 705. WKU ROTC Cadre reviews the DA Forms 705 at the completion of Cadet Summer Training.		
Measurement Instrument 2	Combat Water Survival Test IAW Army Techniques Publication ATP 7-22.01. The CWST consists of three events: 15-Meter Swim with Equipment and Weapon, 3-Meter Drop and Pool Exit, and Equipment Removal. The test is designed to assess a Cadet's confidence in the water and to ensure they have the necessary water survival skills required as an Army officer.		
Criteria for Student Success	Cadets pass the CWST prior to commissioning and develop confidence in their water survival skills.		
Program Success Target for this Measurement	100% (Contracted) Cadets	Percent of Program Achieving Target	41 of 48 Contracted Cadets 85% Achieved Target
Methods	WKU ROTC Cadre administers the CWST once per semester. Contracted Cadets are required to pass the CWST once during their tenure. WKU ROTC Cadre reviews CWST score sheet and compare to established standard to determine program success.		
Based on your results, circle or highlight whether the program met the goal Student Learning Outcome 2.			<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
Results, Conclusion, and Plans for Next Assessment Cycle (Describe what worked, what didn't, and plan going forward)			
<p><u>Results:</u> Are the results what was expected or not? Explain</p> <p><u>Conclusions:</u> What worked? What Didn't? For example, maybe the content in one or more courses was modified; changed course sequence (detail modifications); changed admission criteria (detail modifications); changed instructional methodology (detail modifications); changed student advisement process (detail modifications); program suspended; changed textbooks; facility changed (e.g. classroom modifications); introduced new technology (e.g. smart classrooms, computer facilities, etc.); faculty hired to fill a particular content need; faculty instructional training; development of a more refined assessment tool.</p> <p><u>Plans for Next Assessment Cycle:</u> As we work hard to improve our assessment practices and make them more meaningful and effective, it's important each program craft a plan for the following year's assessment – this process assists in “closing the loop.” For example, you may decide to collect a more appropriate artifact. Or, you may need to adjust targets because there are consistently exceeded or not met; Or, you might see the need to reconstruct your curriculum map. Or, you've found that the sequencing of classes might need to be adjusted. Whatever you plan is, provide a narrative, in future tense, that indicates how you will approach future assessments. All changes need not lead to quantitative results.</p>			

Program Student Learning Outcome 3			
Program Student Learning Outcome	Synthesize knowledge, skills, and abilities required of junior officers pertaining to Army operations and company grade officer roles and responsibilities to include the operations process, training management, mission command, and administrative functions as well as written and oral communication		
Measurement Instrument 1	MIL401 Final Exam. This written final exam assesses a Cadet's ability to apply Army doctrine and models as well as written communication to successfully complete tasks commonly assigned to newly commissioned officers.		
Criteria for Student Success	Cadets pass the MIL 401 final exam with greater than 70% score		
Program Success Target for this Measurement	Cadets pass the MIL 401 final exam with a score of 80% or better	Percent of Program Achieving Target	17 of 18 94%
Methods	MIL401 is offered in the Fall Semester of each academic year. Each Cadet enrolled in MIL401 takes the final exam.		
Measurement Instrument 2	MIL402 Oral Practicum. This is a comprehensive oral examination of approximately 30 minutes in length designed to test a Cadet's critical thinking, verbal communication, and ability to understand and synthesize material from the entire MSIV coursework.		
Criteria for Student Success	Cadets pass the MIL402 Oral Practicum with greater than 70% score.		
Program Success Target for this Measurement	Cadets pass the MIL 402 Oral Practicum with a score of 80% or better	Percent of Program Achieving Target	17 of 18 94%
Methods	MIL402 is offered in the Spring Semester of each academic year. Each Cadet enrolled in MIL402 takes the Oral Practicum.		
Based on your results, circle or highlight whether the program met the goal Student Learning Outcome 3.			<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
Results, Conclusion, and Plans for Next Assessment Cycle (Describe what worked, what didn't, and plan going forward)			
<u>Results:</u> Are the results what was expected or not? Explain			
<u>Conclusions:</u> What worked? What Didn't? For example, maybe the content in one or more courses was modified; changed course sequence (detail modifications); changed admission criteria (detail modifications); changed instructional methodology (detail modifications); changed student advisement process (detail modifications); program suspended; changed textbooks; facility changed (e.g. classroom modifications); introduced new technology (e.g. smart classrooms, computer facilities, etc.); faculty hired to fill a particular content need; faculty instructional training; development of a more refined assessment tool.			
<u>Plans for Next Assessment Cycle:</u> As we work hard to improve our assessment practices and make them more meaningful and effective, it's important each program craft a plan for the following year's assessment – this process assists in “closing the loop.” For example, you may decide to collect a more appropriate artifact. Or, you may need to adjust targets because there are consistently exceeded or not met; Or, you might see the need to reconstruct your curriculum map. Or, you've found that the sequencing of classes might need to be adjusted. Whatever you plan is, provide a narrative, in future tense, that indicates how you will approach future assessments. All changes need not lead to quantitative results.			

***** Please include Curriculum Map (below/next page) as part of this document**



Recommended MS 101 (AY22-23)

Introduction to the Army



Lesson 01 Course Overview	Lesson 02 The US Army	Lesson 03 US Military Customs and Courtesies	Lesson 04 Basic Map Reading	Lesson 05 Basic Land Navigation	Lesson 06 Basic First Aid	Lesson 07 * Fieldcraft/ Preventive Medicine	Lesson 08 The Army Profession	Lesson 09 Seven Army Values and Warrior Ethos	Lesson 10 Introduction to Army Leadership	Lesson 11 IMT and Team Formations/ Movements	Lesson 12 * Final Exam
Lab 01 Commander's Time	Lab 02 Drill & Ceremony	Lab 03 Team Building Exercise	Lab 04 Land Navigation I	Lab 05 Land Navigation II	Lab 06 Tactical Combat Casualty Care (TC3)	Lab 07 Fieldcraft	Lab 08 Pre-Combat Checks & Inspections for FTX	Lab 09 Military Communications	Lab 10 Pre-Marksmanship Instruction (PMI)	Lab 11 Individual Movement Techniques (IMT)	Lab 12 Team & Squad Movement Techniques

NOTE: * = Evaluations - Midterm/Final Exam: Due during **L07** and **L12** (Cadre refer to MS101 CMP and Midterm/Final Exam Instructor Guide)

Leadership and the Army Profession	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust in which all individuals are treated with dignity and respect • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in developing others (i.e. setting conditions, creating opportunity, providing feedback, and enhancing learning) across the institutional operational and self-development domains • Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of C2 • Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all Warfighting Functions in Multi-Domain Operations in support of Joint Operations • Proficiency in understanding the Operational Environment across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training



Recommended MS 102 (AY22-23)

Foundations of Leadership



Lesson 01	Lesson 02	Lesson 03	Lesson 04	Lesson 05	Lesson 06	Lesson 07 *	Lesson 08	Lesson 09	Lesson 10	Lesson 11	Lesson 12 *
Course Overview	Introduction to Battle Drills	Squad Tactics I Basic Components	Squad Tactics II Basic Movements	Squad Tactics III Basic Patrolling	Critical Thinking	AT Level I Awareness	Communications Process	Persuasive Argument Briefs	R2 Performance and Resilience Enhancement	Army Performance Triad	Final Exam
Lab 13	Lab 14	Lab 15	Lab 16	Lab 17	Lab 18	Lab 19	Lab 20	Lab 21	Lab 22	Lab 23	Lab 24
Battle Drills I	Battle Drills II	Squad Tactics – Attack	Squad Tactics – Attack STX	Squad Tactics – Ambush	Squad Tactics – Recon	Squad Tactics – Recon STX	Platoon Operations	Patrol Base Operations	Platoon Tactics – React to Contact	Platoon Tactics – Raid/Ambush	PCCs/PCIs for CST

NOTE: * = Evaluations - Midterm/Final Exam: Due during **L07** and **L12** (Refer to MS102 CMP)

Leadership	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in implementing and sustaining the fundamentals of development 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of command and control (C2) • Proficiency in C2 WfF tasks and system to integrate elements of combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all WfFs in Unified Land Operations in support of Joint Operations • Proficiency in understanding the OE across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in planning, preparing, executing, and assessing training



Recommended MS 201 (AY22-23)

Leadership and Ethics



Lesson 01 Course Overview/ OMS	Lesson 03 Team Building	Lesson 05 Fundamentals of Leadership	Lesson 07 Intermediate Map Reading	Lesson 09 Leadership Analysis; ALRM	Lesson 11 Intermediate First Aid	Lesson 13 Army Briefings	Lesson 15 Leadership Capstone Presentations	Lesson 17 Law of Armed Conflict (LOAC) Case Study	Lesson 19 Moral Dimensions of Conflict	Lesson 21 Situational Ethics	Lesson 23 Code of Conduct
Lesson 02 Cultural Awareness	Lesson 04 Writing in the Army Style	Lesson 06 Adaptive Leadership; Leaders in History	Lesson 08 Intermediate Land Navigation	Lesson 10 *** Assessing Your Own Leadership	Lesson 12 First Aid PE	Lesson 14 * Army Briefings PE	Lesson 16 Law of Armed Conflict (LOAC)	Lesson 18 Communication/ Reports	Lesson 20 Ethical Reasoning	Lesson 22 Apply the Army Values to a Tactical Problem	Lesson 24 * Final Exam
Lab 01 Commander's Time	Lab 02 Drill & Ceremony	Lab 03 Team Building Exercise	Lab 04 Land Navigation I	Lab 05 Land Navigation II	Lab 06 Tactical Combat Casualty Care (TC3)	Lab 07 Fieldcraft	Lab 08 Pre-Combat Checks & Inspections for FTX	Lab 09 Military Communications	Lab 10 Pre-Marksmanship Instruction (PMI)	Lab 11 Individual Movement Techniques (IMT)	Lab 12 Team & Squad Movement Techniques

NOTE: * = Evaluations - Midterm/Final Exam: Due during **L14** and **L24** (Cadre refer to MS201 CMP and Midterm/Final Exam Instructor Guide)

*** = Myers-Briggs Personality Type Theory: Administered to Cadets during L10 Assessing Your Own Leadership

Leadership and the Army Profession	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust in which all individuals are treated with dignity and respect • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in developing others (i.e. setting conditions, creating opportunity, providing feedback, and enhancing learning) across the institutional operational and self-development domains • Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of C2 • Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all Warfighting Functions in Multi-Domain Operations in support of Joint Operations • Proficiency in understanding the Operational Environment across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training



Recommended MS 202 (AY22-23)

Army Doctrine and Decision Making



<u>Lesson 01</u> Course Overview	<u>Lesson 03</u> Creative Thinking	<u>Lesson 05</u> Troop Leading Procedures	<u>Lesson 07</u> OPORD I	<u>Lesson 09</u> OPORD PE	<u>Lesson 11</u> Alternate Navigational Methods	<u>Lesson 13</u> Intro Principles of (War) Joint Ops	<u>Lesson 15</u> Army Doctrine and Symbology PE	<u>Lesson 17</u> Offensive Operations at the Squad and Platoon	<u>Lesson 19</u> Defensive Operations at the Squad and Platoon	<u>Lesson 21</u> Cadet Assessment Process	<u>Lesson 23</u> EO Socialization Process
<u>Lesson 02</u> Analytical Skills Avoid Pitfalls	<u>Lesson 04</u> Army Problem Solving Process	<u>Lesson 06</u> Troop Leading Procedures PE	<u>Lesson 08</u> OPORD II	<u>Lesson 10</u> Introduction to Terrain Analysis	<u>Lesson 12</u> Orienteering Practical Exercise	<u>Lesson 14 *</u> Army Doctrine and Symbology	<u>Lesson 16</u> Unified Land Operations & Warfighting Functions	<u>Lesson 18</u> Terrain Board/Sand Table Rehearsals	<u>Lesson 20</u> Range Cards & Sector Sketches	<u>Lesson 22</u> Counseling & Coaching Methods - PE	<u>Lesson 24 *</u> Final Exam
<u>Lab 13</u> Battle Drills I	<u>Lab 14</u> Battle Drills II	<u>Lab 15</u> Squad Tactics – Attack	<u>Lab 16</u> Squad Tactics – Attack STX	<u>Lab 17</u> Squad Tactics – Ambush	<u>Lab 18</u> Squad Tactics – Recon	<u>Lab 19</u> Squad Tactics – Recon STX	<u>Lab 20</u> Platoon Operations	<u>Lab 21</u> Patrol Base Operations	<u>Lab 22</u> Platoon Tactics – React to Contact	<u>Lab 23</u> Platoon Tactics – Raid/Ambush	<u>Lab 24</u> PCCs/PCIs for CST

NOTE: * = Evaluations - Midterm/Final Exam: Due during **L14** and **L24** (Refer to MS202 CMP)

Leadership	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in implementing and sustaining the fundamentals of development 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of command and control (C2) • Proficiency in C2 WfF tasks and system to integrate elements of combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all WfFs in Unified Land Operations in support of Joint Operations • Proficiency in understanding the OE across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in planning, preparing, executing, and assessing training



Recommended MS 301 (AY22-23)



Training Management and the Warfighting Functions

Lesson 1 Course Overview	Lesson 4 Rehearsals and Pre-Execution Checks	Lesson 7 Army Publications, Online Resources, and Professional Reading *	Lesson 10 Land Navigation Review	Lesson 13 Route Planning Practical Exercise	Lesson 16 Sand Tables /Terrain Models	Lesson 19 Movement and Maneuver	Lesson 22 Intelligence	Lesson 25 Fires	Lesson 28 Sustainment	Lesson 31 Protection	Lesson 34 Leadership Behavior And Peer Evaluations
Lesson 2 OML Overview	Lesson 5 After Action Reviews	Lesson 8 Map Reading Review	Lesson 11 Navigational Methods & Route Planning	Lesson 14 METT-TC	Lesson 17 Introduction to the Army Operational Concept/C2	Lesson 20 Branch Orientation Presentations (IN, AR, AV, SF)	Lesson 23 Branch Orientation Presentations (MI, SC)	Lesson 26 Branch Orientation Presentations (FA, AD, CY, PO)	Lesson 29 Branch Orientation Presentations (OD, TC, QM, AG, FC, MS)	Lesson 32 Branch Orientation Presentations (EN, MP, CM, CA)	Lesson 35 Peer Evaluations PE
Lesson 3 Training Management Process	Lesson 6 Leadership Lab Certification	Lesson 9 Leadership Lab Certification	Lesson 12 Leadership Lab Certification	Lesson 15 Leadership Lab Certification	Lesson 18 Leadership Lab Certification	Lesson 21 Leadership Lab Certification	Lesson 24 Leadership Lab Certification	Lesson 27 Leadership Lab Certification	Lesson 30 Leadership Lab Certification	Lesson 33 Leadership Lab Certification	Lesson 36 Final Exam
Lab 01 Commander's Time	Lab 02 Drill & Ceremony	Lab 03 Team Building Exercise	Lab 04 Land Navigation I	Lab 05 Land Navigation II	Lab 06 Tactical Combat Casualty Care (TC3)	Lab 07 Fieldcraft	Lab 08 Pre-Combat Checks & Inspections for FTX	Lab 09 Military Communications	Lab 10 Preliminary Marksmanship Instruction	Lab 11 Individual Movement Techniques	Lab 12 Team & Squad Movement Techniques

* Assign 'Start with Why;' review due at the end of the 301 Semester.

Leadership and the Army Profession	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust in which all individuals are treated with dignity and respect • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in developing others (i.e., setting conditions, creating opportunity, providing feedback, and enhancing learning) across the institutional operational and self-development domains • Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of C2 • Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all Warfighting Functions in Multi-Domain Operations in support of Joint Operations • Proficiency in understanding the Operational Environment across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training



Recommended MS 302 (AY22-23)

Applied Leadership in Small Unit Operations



<u>Lesson 1</u> Course Overview *	<u>Lesson 4</u> Bases of Power and Influencing Others	<u>Lesson 7</u> Motivating Soldiers	<u>Lesson 10</u> Managing Conflict / Negotiations PE	<u>Lesson 13</u> The Army Professional Ethic – Honorable Living	<u>Lesson 16</u> Counseling Elite	<u>Lesson 19</u> Platoon Operations: Movement Formations and Techniques	<u>Lesson 22</u> Platoon Offensive Operations I: Attack & MTC	<u>Lesson 25</u> Platoon Offensive Operations III: Raid	<u>Lesson 28</u> Reconnaissance	<u>Lesson 31</u> Call for Fire Simulation	<u>Lesson 34</u> Leadership Book Review Presentations
<u>Lesson 2</u> Direct Level Leadership	<u>Lesson 5</u> Emotional Intelligence (Myers-Briggs)	<u>Lesson 8</u> Leadership Self Assessment/ Inventory	<u>Lesson 11</u> Operational Terms and Graphics/ Overlays	<u>Lesson 14</u> Land Navigation Review	<u>Lesson 17</u> Mid-term Exam	<u>Lesson 20</u> Patrolling and Patrol Base Operations	<u>Lesson 23</u> Platoon Offensive Operations II: Ambush	<u>Lesson 26</u> Platoon Defensive Operations: Techniques and Preparation	<u>Lesson 29</u> Fire Support in Platoon Operations	<u>Lesson 32</u> Platoon Sustainment Operations	<u>Lesson 35</u> Peer Evaluations
<u>Lesson 3</u> Leadership Lab Certification	<u>Lesson 6</u> Leadership Lab Certification	<u>Lesson 9</u> Leadership Lab Certification	<u>Lesson 12</u> Leadership Lab Certification	<u>Lesson 15</u> Leadership Lab Certification	<u>Lesson 18</u> Leadership Lab Certification	<u>Lesson 21</u> Leadership Lab Certification	<u>Lesson 24</u> Leadership Lab Certification	<u>Lesson 27</u> Leadership Lab Certification	<u>Lesson 30</u> Leadership Lab Certification	<u>Lesson 33</u> Leadership Lab Certification	<u>Lesson 36</u> Final Exam
<u>Lab 13</u> Battle Drills I	<u>Lab 14</u> Battle Drills II	<u>Lab 15</u> Squad Tactics – Attack	<u>Lab 16</u> Squad STX	<u>Lab 17</u> Squad Tactics – Ambush	<u>Lab 18</u> Squad Tactics – Recon	<u>Lab 19</u> Squad STX	<u>Lab 20</u> Fundamentals of Platoon Operations	<u>Lab 21</u> Patrol Base Operations	<u>Lab 22</u> Platoon Tactics – React to Contact	<u>Lab 23</u> Platoon Tactics – Raid/Ambush	<u>Lab 24</u> PCCs/PCIs for CST

* Assign Book Review from CSA Professional Reading List; review due at the end of the 302 Semester (Lesson 34).

Leadership	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in implementing and sustaining the fundamentals of development 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of command and control (C2) • Proficiency in C2 WfF tasks and system to integrate elements of combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all WfFs in Unified Land Operations in support of Joint Operations • Proficiency in understanding the OE across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in planning, preparing, executing, and assessing training



Recommended MS 401 (AY23-24)

The Army Officer



Lesson 1 Course Overview	Lesson 4 Army Training and Leader Development	Lesson 7 Training Meetings	Lesson 10 Mission Command	Lesson 13 Developing Others 2 (Counseling)	Lesson 16 Ready and Resilient (R2) Program	Lesson 19 Mid-Term	Lesson 22 Law of Land Warfare and Rules of Engagement (ROE)	Lesson 25 Protecting Critical Information	Lesson 28 Officer Career Planning II	Lesson 31 Military Pay and Finance	Lesson 34 The Uniform Code of Military Justice (UCMJ)
Lesson 2 Commander and Staff Organization and Operations	Lesson 5 Prioritizing Training & Planning and Preparation	Lesson 8 Training Execution	Lesson 11 Mission Command Case Studies	Lesson 14 Officer Evaluation Report (OER)	Lesson 17 SHARP Program	Lesson 20 The Army as a Profession	Lesson 23 Ethical Decision Vignette - Ordinary Soldiers	Lesson 26 Military Equal Opportunity Program	Lesson 29 Leader Self-Development	Lesson 32 Cross Cultural Competency	Lesson 35 Administrative Discipline and Separation
Lesson 3 Operations Process and Planning	Lesson 6 Risk Management	Lesson 9 Training Evaluation and Assessment	Lesson 12 Developing Others I (Support Forms)	Lesson 15 NCO Evaluation Report (NCOER)	Lesson 18 Suicide Prevention Program	Lesson 21 The Army Ethic	Lesson 24 Civil-Military Relations	Lesson 27 Officer Career Planning I	Lesson 30 Personal Financial Management	Lesson 33 Administrative Personnel Actions	Lesson 36 Final Exam
Lab 01 Commander's Time	Lab 02 Drill & Ceremony	Lab 03 Team Building Exercise	Lab 04 Land Navigation I	Lab 05 Land Navigation II	Lab 06 Tactical Combat Casualty Care (TC3)	Lab 07 Fieldcraft	Lab 08 Pre-Combat Checks & Inspections for FTX	Lab 09 Military Communications	Lab 10 Preliminary Marksmanship Instruction	Lab 11 Individual Movement Techniques	Lab 12 Team & Squad Movement Techniques

Leadership and the Army Profession	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust in which all individuals are treated with dignity and respect • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in developing others (i.e. setting conditions, creating opportunity, providing feedback, and enhancing learning) across the institutional operational and self-development domains • Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of C2 • Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all Warfighting Functions in Multi-Domain Operations in support of Joint Operations • Proficiency in understanding the Operational Environment across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training



Recommended MS 402 (AY22-23)

Company Grade Leadership



Lesson 1 Course Overview Oral Practicum Assignment	Lesson 4 Regionally Aligned Forces I: The OE in NORTHCOM / SOUTHCOM	Lesson 7 US Army Organizations	Lesson 10 Unified Land Operations II (Defense)	Lesson 13 Lieutenants in the Brigade Combat Team	Lesson 16 Platoon Leadership	Lesson 19 Taking Charge I (Initial Expectations and Responsibilities)	Lesson 22 Leadership Development Discussion: Leader's Eat Last	Lesson 25 Sustainable Readiness at the Company Level	Lesson 28 Battle Analysis Presentations	Lesson 31 Oral Practicum	Lesson 34 Oral Practicum
Lesson 2 Introduction to Battle Analysis	Lesson 5 Regionally Aligned Forces II: The OE in EUCOM / AFRICOM	Lesson 8 Army Enablers and Capabilities	Lesson 11 Unified Land Operations III (Stability)	Lesson 14 Lieutenants in the Brigade Combat Team	Lesson 17 Expanding your Sphere of Influence	Lesson 20 Taking Charge II (Your NCO Relationship)	Lesson 23 Secondary Responsibilities Additional Duties	Lesson 26 Sustainable Readiness I (Command Supply Discipline)	Lesson 29 Battle Analysis Presentations	Lesson 32 Oral Practicum	Lesson 35 BOLC B Overview
Lesson 3 The Armed Forces of the United States	Lesson 6 Regionally Aligned Forces III: The OE in INDOPACOM / CENTCOM	Lesson 9 Unified Land Operations I (Offense)	Lesson 12 Unified Land Operations IV (DSCA)	Lesson 15 Mid-Term Exam	Lesson 18 Preventing Counter-productive Leadership	Lesson 21 Taking Charge III (Your Relationship with Your PLT)	Lesson 24 Army Installation Resources / Individual & Family Readiness	Lesson 27 Sustainable Readiness II (Maintenance)	Lesson 30 Staff Ride Presentation	Lesson 33 Oral Practicum	Lesson 36 Army ROTC Program Survey (AAR)
Lab 13 Battle Drills I	Lab 14 Battle Drills II	Lab 15 Squad Tactics – Attack	Lab 16 Squad STX	Lab 17 Squad Tactics – Ambush	Lab 18 Squad Tactics – Recon	Lab 19 Squad STX	Lab 20 Fundamentals of Platoon Operations	Lab 21 Patrol Base Operations	Lab 22 Platoon Tactics – React to Contact	Lab 23 Platoon Tactics – Raid/Ambush	Lab 24 Commissioning Rehearsal

Leadership	Mission Command	Operations	Training
<ul style="list-style-type: none"> • Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model • Proficiency in implementing and sustaining the fundamentals of development 	<ul style="list-style-type: none"> • Proficiency in the principles of mission command • Proficiency in the elements of command and control (C2) • Proficiency in C2 WfF tasks and system to integrate elements of combat power • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations • Proficiency in critical & creative thinking 	<ul style="list-style-type: none"> • Proficiency in synchronizing all WfFs in Unified Land Operations in support of Joint Operations • Proficiency in understanding the OE across all domains • Proficiency in sustainment functions supporting Army Operations 	<ul style="list-style-type: none"> • Proficiency in planning, preparing, executing, and assessing training