MS 339 (UT) / MSL 401 (USACC)
The Army Officer & Leadership Laboratory Course Syllabus Fall 2020
Department of Military Science (Army ROTC)
Unique Number 31410 (MWF 0900-1000) RLP 5.410
Unique Number 31414 (MWF 1100-1200) RLP 5.410
Laboratory Unique Number 31375 (TH 1530-1830) varies locations

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Catalog Description

An advanced military science course that places primary emphasis on Officership; MS 339 / MSL 401 and MS 375K / MSL 402 together refine and ultimately complete the Cadet to commissioned officer transition.

Prerequisites: MSL 301, MSL 302

Course Description

MS 339 (UT) / MSL 401 (USACC) transitions the focus of student learning from being trained, mentored and evaluated as an MSL III Cadet to learning how to train, mentor and evaluate underclass Cadets. The primary focus for MSL IV Cadets is to successfully transition to a commissioned officer and leader in today's Army. To accomplish this, Cadets will learn how to develop training plans, execute training plans and evaluate their units. By utilizing Mission Command, Cadets will learn how to get the most out of themselves and their subordinates to successfully accomplish any mission they are given. MSL IV Cadets will learn the duties and responsibilities of an Army staff officer and apply the Army Training Process, the Army Writing Style, and the Army's Training Management System during weekly training meetings to plan, execute and assess battalion training events. Cadets will learn to safely conduct training by understanding and employing the Risk Management process. Furthermore, Cadets will study how Army values and leader ethics are applied in the Contemporary Operating Environment and how these values and ethics are relevant to everyday life. Finally, Cadets will have a better understanding of their career progression and demonstrate the ability to develop a timeline for their personal progression as an army officer by the end of this course.

Course Design

This course is designed to be student-centric with the onus of learning on the student, but facilitated by the instructor. Your learning in this course is directly related to your intellectual engagement, both on an individual and collaborative basis. You must own this experience. You must "dig into", read, and become intellectually engaged with the materials assigned in this class, and practice requirements outside of class. In short, you must be an *active learner*. Come to class with a foundation of knowledge on the subject to be taught. Doing so will allow me to spend the majority of the class time on specific areas that are least understood, rather than re-teaching the subject matter. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs, and PT training.

Safety and Class Participation/Masks:

We will all need to make some adjustments in order to benefit from in-person classroom interactions in a safe and healthy manner. Our best protections against spreading COVID-19 on campus are masks (defined as cloth face coverings) and staying home if you are showing symptoms. Therefore, for the benefit of everyone, this is means that all students are required to follow these important rules.

•Every student must wear a cloth face-covering properly in class and in all campus buildings at all times.

•Students are encouraged to participate in documented daily symptom screening. This means that each class day in which on-campus activities occur, students must upload certification from the symptom tracking app and confirm that they completed their symptom screening for that day to Canvas. Students should not upload the results of that screening, just the certificate that they completed it. If the symptom tracking app recommends that the student isolate rather than coming to class, then students must not return to class until cleared by a medical professional.

 •Information regarding safety protocols with and without symptoms can be found here:
https://healthyhorns.utexas.edu/coronavirus_exposure_action_chart.html

If a student is not wearing a cloth face-covering properly in the classroom (or any UT building), that student must leave the classroom (and building). If the student refuses to wear a cloth face covering, class will be dismissed for the remainder of the period, and the student will be subject to disciplinary action as set forth in the university's Institutional Rules/General Conduct 11-404(a)(3). Students who have a condition that precludes the wearing of a cloth face covering must follow the procedures for obtaining an accommodation working with Services for Students with Disabilities.

Sharing of Course Materials is Prohibited:

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem sets, may be shared online or with anyone outside of the class unless you have my explicit, written permission. Unauthorized sharing of materials promotes cheating. It is a violation of the University's Student Honor Code and an act of academic dishonesty. I am well aware of the sites used for sharing materials, and any materials found online that are associated with you, or any suspected unauthorized sharing of materials, will be reported to Student Conduct and Academic Integrity in the Office of the Dean of Students. These reports can result in sanctions, including failure in the course.

FERPA and Class Recordings:

Class Recordings: Class recordings are reserved only for students in this class for educational purposes and are protected under FERPA. The recordings should not be shared outside the class in any form. Violation of this restriction by a student could lead to Student Misconduct proceedings.

COVID Guidance:

COVID Caveats: To help keep everyone at UT and in our community safe, it is critical that students report COVID-19 symptoms and testing, regardless of test results, to University Health Services, and faculty and staff report to the HealthPoint Occupational Health Program (OHP) as soon as possible. Please see this link to understand what needs to be reported. In addition, to help understand what to do if a fellow student in the class (or the instructor or TA) tests positive for COVID, see this University Health Services link.

Learning Objectives

The overall objective of this course is to prepare the student for success as a future Army Officer at the Basic Officer Leader Course (BOLC) B and to develop the student into an adaptive leader who can think critically and respond to the demands of operating in a complex environment while leading Soldiers at their first duty assignment. The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs).

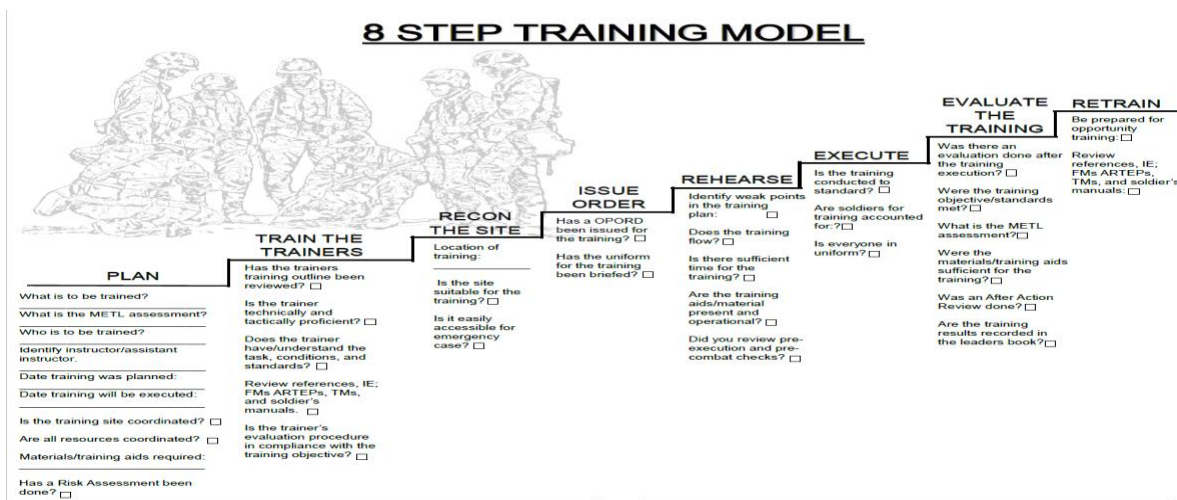The four ALA's and Course Outcomes are:

1. Army Leadership and Profession

- Proficient in leader attributes and competencies.
- Proficient in character, competence, and commitment as Trusted Army Professionals.

2. Mission Command

- Demonstrate proficiency in mission command philosophy.
- Demonstrate proficiency in mission command leader and commander tasks.
- Demonstrate proficiency in mission command staff tasks.
- Demonstrate proficiency in mission command systems.

3. Human Dimension

- Demonstrate capacity in creative – critical thinking.
- Demonstrate proficiency in communications skills.
- Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.
- Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.
- Pursue lifelong learning, self-assessment, and goal setting.

4. Professional Competence

- Demonstrate proficiency in Army and Joint doctrine.
- Support Army policies, programs, and processes.
- Technically and tactically competent.

Course Requirements:

OIC of Event (20%)

Students will be evaluated on their time as the OIC for a mandatory event against the Army 8 Step Training Model. The majority of the weight for this evaluation is spread across three steps: Issue the Order, Execute, Evaluate the Training. See Training Schedule for your graded event (Annex C)

8 STEP TRAINING MODEL

PLAN
What is to be trained?
What is the METL assessment?
Who is to be trained?
Identify instructor/assistant instructor.
Date training was planned:
Date training will be executed:
Is the training site coordinated? ☐
Are all resources coordinated? ☐
Materials/training aids required:
Has a Risk Assessment been done? ☐

TRAIN THE TRAINERS
Has the trainers training outline been reviewed? ☐
Is the trainer technically and tactically proficient? ☐
Does the trainer have/understand the task, conditions, and standards? ☐
Review references, IE; FMs ARTEPs, TMs, and soldier's manuals. ☐
Is the trainer's evaluation procedure in compliance with the training objective? ☐

RECON THE SITE
Location of training:
Is the site suitable for the training? ☐
Is it easily accessible for emergency case? ☐

ISSUE ORDER
Has a OPORD been issued for the training? ☐
Has the uniform for the training been briefed? ☐

REHEARSE
Identify weak points in the training plan: ☐
Does the training flow? ☐
Is there sufficient time for the training? ☐
Are the training aids/material present and operational? ☐
Did you review pre-execution and pre-combat checks? ☐

EXECUTE
Is the training conducted to standard? ☐
Are soldiers for training accounted for:? ☐
Is everyone in uniform? ☐

EVALUATE THE TRAINING
Was there an evaluation done after the training execution? ☐
Were the training objective/standards met? ☐
What is the METL assessment? ☐
Were the materials/training aids sufficient for the training? ☐
Was an After Action Review done? ☐
Are the training results recorded in the leaders book? ☐

RETRAIN
Be prepared for opportunity training: ☐
Review references, IE; FMs ARTEPs, TMs, and soldier's manuals: ☐

Battalion Leadership Contribution (OER Support Form PART II) (20%)

A large portion of your grade will derive from your overall performance in the Battalion in your assigned leadership/staff position and the additional initiative you display. Take the time to develop and counsel your subordinates (underclass Cadets) and work as a team to make the battalion better. This includes your ability to develop as a leader while planning, resourcing, executing, and assessing events. You will be evaluated and rated on what you accomplish this semester and document on your completed Officer Evaluation Report Support Form (OERSF), DA67-10-1A. This evaluation is the assessment of your performance against the Army Leadership Requirements Model (ALRM).

	Unsatisfactory (0 – 5 points	Capable (6 – 10 points)	Proficient (11 – 15 points)	Excels (16 – 20 points)
	Scoring Rubric for Battalion Leadership Contribution			
Rater	Performance is not to Army standard. Does not demonstrate Soldier attributes or competencies.	Meets requirements of position and additional duties. Capable of demonstrating Soldier attributes and competencies and frequently applies them; Actively learning to apply them at a higher level or in more situations. Aptitude, commitment, competence meets expectations. Actions have a positive impact on unit or mission but may be limited in scope of impact or duration.	Consistently produces quality results with measurable improvement in unit performance. Consistently demonstrates a high level of performance for each attribute and competency. Proactive in challenging situations. Habitually makes effective use of time and resources; improves position procedures and products. Positive impact extends beyond position expectations.	Results far surpass expectations. The officer readily (fluently/naturally/effortlessly) demonstrates a high level of all attributes and competencies. Recognizes and exploits new resources; creates opportunities. Demonstrates initiative and adaptability even in highly unusual or difficult situations. Emulated; sought after as expert with influence beyond unit. Actions have significant, enduring, and positive impact on mission, the unit and beyond. Innovative approaches to problems produce significant gains in quality and efficiency.
				TOTAL SCORE / 20

Class Participation (10%)

Students are expected to actively participate in learning through critical reflection, inquiry, dialogue, and group interactions. Class Participation includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or readings, and working with fellow students to engage in class and leading lab exercises. Unexcused absences from PT/class/labs will decrease your class participation grade. Class participation requirements will be further discussed the first day of class.

Mid-Term Exam (10%)

A mid-term exam will be given to assess the levels of learning achieved in the first half of the semester. The mid-term will be multiple choice, matching, and short essay. **This will take place on 14 OCT 20.**

Final Exam (10%)

A cumulative final exam will be given to assess the level of learning achieved throughout the semester. The final exam will be multiple choice, fill-in-the-blank, and short essay. **This will take place on 4 DEC 20.**

Scoring Rubric for Class Participation					
Criteria	**Emerging**	**Basic**	**Proficient**	**Exemplary**	**Score**
Classroom Discussion & Activity Participation	**(0 – 4 points)** Overall, contributions are incomplete in regard to familiarity with readings or capacity to listen, incorporate, synthesize and constructively analyze text, classmate, and instructor comments.	**(6 points)** Overall, contributions that reveal limited familiarity with readings as the capacity to listen, incorporate, synthesize and constructively analyze text, classmate, and instructor comments.	**(8 points)** Overall, contributions that adequately reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, and instructor comments.	**(10 points)** Overall, consistent contributions that significantly reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, and instructor comments.	
TOTAL SCORE					__/10

APFT (10%)

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to attend Physical Training (PT) at least 3 times per week from 0600-0700 unless otherwise directed. Your Accessions APFT will be used to calculate 10% of your overall course grade. To determine your APFT grade simply divide your overall score by 30. For example, an APFT score of 270 will equate to 9 points (270/30=9) or 9% of your overall course grade.

Book Review (10%)

Read "Leader's Eat Last" by Simon Sinek, write, and submit a 2-4 page review of the book. Use MLA citation and formatting, if required. Essay prompt options will be distributed 19 OCT. **This is due in class on 16 NOV 20.**

Memorandum (5%)

Students will submit a Memorandum for Record explaining their duties and responsibilities in their assigned MSIV leadership/staff position. Memorandum will be evaluated ba6ed on content quality and proper formatting IAW AR 25-50. **This memorandum is due in class on 14 SEP 20.**

OER Support Form (OERSF) PART I (5%)

Students will complete an Officer Evaluation Report Support Form (DA 67-10-1A). The support form serves as a starting point to outline your performance objectives and goals for the upcoming semester. You will be provided the support form of your rater and senior rater to help model your own. The support form is a requirement for every position you will have in the Army, and consists of initially laying out your objectives, followed by a review and summary of how you performed in relation to each of those objectives. For this assignment you will focus on completing your duty description and performance objectives. Your performance objectives must use the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) principles. **Your initial support form is due NLT 28 SEP 20.**

Evaluation and Grading

Assignment / Task	Points
Battalion Leadership Contribution	20
Event OIC	20
Class Participation	10
Mid-Term	10
Final-Exam	10
APFT	10
Book Review	10
Memorandum	5
OER Support Form (part I)	5
TOTAL	100

Solid performance in each area of evaluation will be necessary to earn a grade of "B". Any work that is submitted late will lose 10% per day. The following grading scale will be used based on 100 points possible:

A	>=93%	C	73% to 76%
A-	90% to 92%	C-	70% to 72%
B+	87% to 89%	D+	67% to 69%
B	83% to 86%	D	63% to 66%
B-	80% to 82%	D-	60% to 62%
C+	77% to 79%	F	<60%

Character Development:

Uniform and Appearance

You are expected to adhere to Army Regulation 670-1 with regard to uniforms and personal appearance. For Monday/Wednesday/Friday class, you will wear the Texas Army polo or something equivalent and professional. For Thursdays, you will wear the ACU/OCP or Army Service Uniform. The Army Service Uniform will be worn with frequency and specific wear dates will be published the first week of the semester. You will not wear hats in class, you will be properly shaven and have the proper haircut within AR 670-1 standards. If you show up to class outside of these standards, you will be asked to leave and be counted as an unexcused absence.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action. It is

every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19 and Chapter 7 and AR 600-100.

Collaboration

Students are encouraged to work together with your fellow MSL IV Cadets and seek guidance and help from your instructor/ROTC cadre.

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 limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

Diversity Statement

Diversity is a shared vision for our university and ROTC program. Students will be encouraged to investigate and gain a current perspective of diversity issues (race, ethnicity, language, religion, culture, gender, sexual identity, disability, ability, age, national origin, geographic location, etc.). Students will examine their personal belief systems and be encouraged to reexamine and develop more grounded beliefs and practices regarding diversity.

Title IX

Title IX, a segment of the Education Amendments of 1972, forbids exclusion on the basis of gender from any education program or activity receiving federal financial assistance. The University of Texas at Austin ("University") is committed to maintaining a learning environment that is free from discriminatory conduct based on gender. As required by Title IX, the University does not discriminate on the basis of sex in its education programs and activities, and it encourages any student or non-student who thinks that he or she has been subjected to sex discrimination, sexual harassment (including sexual violence) or sexual misconduct by another student, member of the faculty or staff, or campus visitor or contractor, to immediately report the incident to any of the individuals or offices listed below.

Where to Report

The University encourages individuals to immediately consult with or report incidents of sex discrimination, sexual harassment (including sexual violence) or sexual misconduct to the university Title IX Coordinator or Deputy Title IX Coordinators.

Students may also report incidents of sex discrimination, sexual harassment (including sexual violence) or sexual misconduct to any university Responsible Employee, who is then required to promptly notify any of the above Title IX Coordinators of the reported incident. Complaints or allegations of student-on-student sex discrimination, sexual harassment (including sexual violence) or sexual misconduct will be handled by the Office of the Dean of Students. Cases of sexual violence may also be reported to the University of Texas Police Department (UTPD), the City of Austin Police Department (APD) and other local law enforcement authorities. The Title IX Coordinators can assist individuals with contacting these law enforcement agencies. Complaints of sex discrimination, sexual harassment (including sexual violence) or sexual misconduct by non-students will be handled by the University's Office of Institutional Equity, 4.302 North Office Building A (NOA), 512-471-1849.

Plagiarism Statement

Representing the words or ideas of someone else as one's own in any academic exercise may result in academic punishment, including suspension or expulsion from ROTC and/or the affiliated university.

Office Hours and Appointments

My office is always open to discuss military development, leadership, academics, sporting events, and life. Feel free to stop by or schedule an appointment through Ms. May. I utilize an open door policy and am willing to meet with you anytime, as long as it doesn't conflict with another meeting or obligation.

Overview of Class Sessions

* Prior to each class, students are expected to review the readings and PowerPoint slides posted on blackboard and complete any homework assigned in the previous class session. Readings and PowerPoint slides will be posted at least one week prior to each class. If you miss a class, it is your responsibility to coordinate with a classmate for any additional coordinating instructions or assignments.

Lesson Number	Date	Class Session Topic
L01	26-Aug	Course Overview (Via Zoom)
	28-Aug	*Training Meeting / IPRs / Rehearsals (Via Zoom)*
L02	31 AUG	CDR & Staff Organization & Operations
L03	2-Sep	Operations and Planning Process
	4-Sep	*Training Meeting / IPRs / Rehearsals*
	7 Sep	*OFF-Labor Day*
L04	9-Sep	Training Units and Developing Leader's
	11-Sep	*Training Meeting / IPRs / Rehearsals*
L05	14-Sep	Assess Unit Training – **MFR Due**
L06	16-Sep	Officer Evaluation Reports/OER Support Form
	18-Sep	*Training Meeting / IPRs / Rehearsals*
L07	21-Sep	Developing (Counseling)/NCOER Support Form
L08	23-Sep	Non- Commissioned Officer Evaluation
	25-Sep	*Training Meeting / IPRs / Rehearsals*
L09	28-Sep	Sharp/EO- **OERSF PART I Due**
L10	30-Sep	Army Behavioral Health-Guest Speaker
	2-Oct	*Training Meeting / IPRs / Rehearsals*
L11	5-Oct	Mission Command
L12	7-Oct	Mission Command Case Study
	9-Oct	*Training Meeting / IPRs / Rehearsals*
L13	12-Oct	Review
L14	14-Oct	**MIDTERM**
	16-Oct	*Training Meeting / IPRs / Rehearsals*
L15	19-Oct	The Army as a Profession—Essay Prompts
L16	21-Oct	R2C/CSF2
	23-Oct	*Training Meeting / IPRs / Rehearsals*
L17	26-Oct	Civ-Mil Relations
L18	28-Oct	Army Leader Ethics
	30-Oct	*Training Meeting / IPRs / Rehearsal*
L19	2-Nov	Individual & Family Readiness—Guest Speaker

L20	4-Nov	Officer Career Development
	6-Nov	*Training Meeting / IPRs / Rehearsals*
L21	9-Nov	Leader & Self Development
L22	11-Nov	Cross-Cultural Competency
	13-Nov	*Training Meeting / IPRs / Rehearsals*
L23	16-Nov	Military Pay and Finance-Guest Speaker **Book Review Due**
L24	18-Nov	Personal Financial Management--Guest Speaker
	20-Nov	*Training Meeting / IPRs / Rehearsals-* **OERSF Part II**
L25	23-Nov	Administrative Personnel Actions
	25-27 Nov	NO Class for Thanks giving Break
L26	30-NOV	Final Review **- Peer & Course Evaluations**
L27	2-Dec	Year in Review AAR
L28	4-Dec	**FINAL EXAM** (via Blackboard)
	7-15 Dec	**End of Semester Final Counseling**

Key Dates and Leadership Lab Schedule

LAB and FTX TBP after Staff-EX

*104R signed and uploaded to GO Army Ed ASAP

26 AUG	*First Day of Class*
28 AUG	*Contract APFT Clark Field*
07 SEP	*Labor Day Holiday*
12-13 SEP	*BRM Ft. Hood TX*
(T) 26 SEP	*Ranger Challenge Rifle Range Camp Swift*
(T) 23-25 OCT	*Fall FTX*
25-28 NOV	*Thanksgiving Holiday—Students will not return to campus*

Appendix A
Pre-Class Assignment Matrix

Lesson Number	Lesson Title	Cadet Pre-Class Assignments
L01	Course Overview	**Read:** • MSL401 Syllabus.docx
L02	Commander and Staff Organization and Operations	**Read:** • FM 6-0, Commander and Staff Organization and Operations, Change 2, 22 April 2016, Chapter 1, pp 1-5 through 1-8, par 1-28

		through 1-46, and Chapter 2
L03	Operations and Planning Process	**Read:** • ADRP 5-0, Chapter 1, par 1-4 to 1-30, pp 1-2 through 1-7 • ADRP 5-0, Chapter 2 par 2-23 to 2-68, pp 2-4 through 2-14 **Skim:** • ADRP 5-0, Chapter 1, par 1-1 to 1-6, pp 1-1 through 1-2 • ADRP 5-0, Chapter 1, par 1-31 to 1-72, pp 1-7 through 1-15 • ADRP 5-0, Chapter 2 par 2-1 to 2-22, pp 2-1 through 2-4 • ADRP 5-0, Chapter 2 par 2-69 to 2-132, pp 2-14 through 2-24
L04	Army Training and Leader Development/ Unit Training Management	**Read:** • AR 350-1, Chapter 1, para 1-8 through 1-11, pp. 2 through 5 • FM 7-0, Chapter 1, para 1-21 through 1-41, pp. 1-5 through 1-8 • ADP 7-0, Chapters 1 through 3 • FM 6-22, para 1-1 through 1-14, pp. 1-1 through 1-3 • ADRP 7-0 extract - Principles of Leader Development • ADP 7-0, Chapter 1. • FM 7-0, Chapter 1, para. 1-1 through 1-20, pp 1-1 through 1-6 • FM 7-0, Chapter 3.
L05	Assessing Unit Training	**Read:** • AR 350-1, Chapter 5, para 5-3 through 5-4, p. 118. • AR 350-50, Chapter 1, para 1-5, pp. 1 through 4. • FM 7-0, Chapters 1 through 3 and Appendix B, para 1-1 through 1-14, para 1-38 through 1-44, para 2-22 through 2-24, para 3-31 through 3-58, and B-1 through B-59, pp. 1-1 through 1-3, pp. 1-8 through 1-10, pp. 2-5 through 2-7, 3-7 through 3-14, and pp. B-1 through B-11. • ADP 7-0, para 4-43 through 4-48, pp. 4-9 through 4-10. **Review:** • Leader's Guide to Objective Assessment of Training Proficiency: Initial Operating Capability, Chapters 1 and 2, para 1-1 through 1-7 and para 2-1 through 2-37, pp. 5 through

		7 and pp. 9 through 36.
L06	Developing Others I (Support Forms) Officer Evaluation Report (OER)	**Read** • ATP 6-22.1, Para 1-1 through 1-9. • DA Pam 623-3, pp. 1 through 9 and pp. 72 through 78 • ATP 6-22.1, Chapter 1 through Chapter 2, pp. 1-1 to 2-10 **Review:** • FM 6-22, pp. 1-1 through 1-2. • DA Form 4856 Developmental Counseling Form • Evaluations Entry Systems Overview. [Video]. https://www.youtube.com/watch?v=Ysi9xUHbtvg • Officers Evaluation Report (OER) evaluation entry system "How To." [Video]. https://www.youtube.com/watch?v=9btxdhwSXaU • FM 6-22, Chapter 6, para 6-1 through 6-14, pp. 6-1 through 6-8 • DA Form 67-10-1 • DA Form 67-10-1A • Officers Evaluation Report (OER) evaluation entry system "How To." [Video]. https://www.youtube.com/watch?v=9btxdhwSXaU **Skim:** • ATP 6-22.1, Chapter 1, para 1-1 through 1-21, p1 and pp. 1-2 through 1-4 ADP 6-22, Chapter 2, para 22 through 41, pp. 5 through 9
L07	Developing Others II (Counseling)	**Read:** • ATP 6-22.1, Chapter 1 through Chapter 2, pp. 1-1 to 2-10
L08	NCO Evaluation Report (NCOER)	**Read:** • AR 623-3, Chapters 1, para. 1-8; various paragraphs from throughout Chapter 2 & 3 **Review:** • DA PAM 623-3, Chapters 3, para. 3-2 through 3-12; 3-18 through 3-25 & Chapter 5, para 5-1, 5-3, & 5-4 • Top 5 reasons NCOERs are Returned [Video] • http://www.kaltura.com/tiny/ma2tz

		Skim: • DA Form 2166-9-1, NCO Evaluation Report (SGT) • DA Form 2166-9-2, NCO Evaluation Report Support Form
L09	Equal Opportunity Program/ SHARP Program	**Read:** • AR 600-20, Chapter 6 and Appendix C-1 **Review:** • ADRP 6-22, Chapter 3 **Read:** • AR 600-20, Chapter 7, para. 7-3 through 7-9; Chapter 8, para. 8-1 through 8-4, & 8-7 • USACC & Fort Knox Policy Letter 4 – SHARP **Review:** • US Army Sexual Harassment/Assault Response & Prevention (SHARP) webpage. http://www.sexualassault.army.mil/ **Skim:** • AR 600-20, Appendix C and E through J, pp. 95-116
L10	Behavioral Health	**MAJ Ray Beckman (T)**
L11	Mission Command	**Read:** • ADRP 6-0, Mission Command, Chapters 1 and 2 **Watch:** • Former Chief of Staff of the Army General Odierno: Mission Command video http://www.kaltura.com/tiny/ra5cz
L12	Mission Command Case Studies	**Read:** • An Engineer Assault Team Crosses the Meuse, May 1940 **Review:** • ADRP 6-0, Mission Command, Chapters 1 and 2
L13	Mid-term Review	
L14	Mid-term Exam	
L15	The Army as a Profession	**Read:** • ADRP 1, Chapter 1 through Chapter 7, pp. 1-1 to 7-4
L16	Comprehensive Soldier and Family Fitness (CSF2)	**Read:** • AR 350-53, Chapter 1 (para. 1-5 through 1-7), Chapter 2, Chapter 3 (para. 3-1).
L17	Civil-Military Relations	**Read:** • ADRP 1, Chapter 6. • Obama Relieves McChrystal Over Critical Remarks, Names Petraeus as Replacement, Fox News, 23 June 2010.

L18	Army Leader Ethics	**Read:** • ADP 1, Chapter 2, para 2-1 through 2-27, pp. 2-1 through 2-9 • ADRP 1, Chapters 2 3, 4, Appendix A, and B, para 2-1 through 2-30, para 3-9 through 3-26, para 4-1 through 4-15, A-1 through A-12, and B-1 through B-22, pp. 2-1 through 2-10, pp. 3-4 through 3-5, pp. 4-1 through 4-3, pp. A-1 through A-12, and pp. B-1 through B-8 • ADRP 6-22, Chapters 3, 6, 7, and 11, para 3-26 through 3-45, Para 6-15 through 6-17, Para 7-23 through 7-25, and para 11-69 through 11-71, pp. 3-5 through 3-7, p. 6-3, pp. 7-3 through 7-4, and p. 11-10 **Review:** • Ludwig, Dean C. and Longnecker, Clinton O. (1993). The Bathsheba Syndrome: The Ethical Failure of Successful Leaders. Journal of Business Ethics, 12, 265-273. • Owens, Mackubin Thomas. (2012). Petraeus's Bathsheba Syndrome: Why did a man we so respected succumb to temptation? • Stallard, Dan CDR., and Sanger, Kurt MAJ., (2014). The Nathan Solution to the Bathsheba Syndrome: The failure of success revisited. Marine Corps Gazette, Volume 98, Issue 4.
L19	Individual & Family Readiness—Guest Speaker	**Mr. Robert Staley**
L20	Officer Career Planning I & II	**Read:** • DA PAM 600-3, Chapters 2, 3, and 4. • DA PAM 600-3, Chapter 3 (para. 3-1 through 3-4 and 3-14 through 3-15) • Complete requirements from Practical Exercise handout (MSL401L28 Officer Career Planning II PE.docx) **Review:** • MSL401L28 Officer Career Planning II SH.pdf - VTIP MILPER Message, In/Out Chart, and Appendix 1
L21	Leader Self-Development	**Read:** • FM 6-22, Chapter 4 **Skim:** • ADP 6-22, Pages 8 and 9, par 35 through 40 • ADRP 6-22, Chapter 3, pp 3-5 through 3-7, par 3-26 through 3-45

		• ADRP 6-22, Chapter 4 • ADRP 6-22, Chapter 5, page 5-1, par 5-1 through 5-5 • ADRP 6-22, Chapter 7, pp 7-6 through 7-8, par 7-32 through 7-48
L22	Cross Cultural Competency	**Read:** • FM 3-24.2, Section V, Chapter 1, pp 1-18 through 1-26, para 1-97 through 1-114 • Defining the Learning Domain, Technical Report 1284: Training, Developing, and Assessing Cross-Cultural Competence in Military Personnel, pp 2 through 15
L23	Military Pay and Finance	**Read:** • AR 37-104-4, Chapter 1 through Chapter 15, Chapter 25 & Chapter 26, Chapter 29 through Chapter 31 • How to read an active duty Army Leave and Earning Statement. • Thrift Savings Plan. Military.com website. • Thrift Savings Plan (TSP) for Active Duty USA, USN and USAF Members. DFAS Website. • A guide to the uniformed services blended retirement system. **Review:** Access the website to explore the information • Uniformed Services Blended Retirement System. Department of Defense [Website]. http://militarypay.defense.gov/BlendedRetirement/ • Defense Finance and Accounting Service. (n.d.). Ask Military Pay – Online Customer Service [Website]. https://corpweb1.dfas.mil/askDFAS/custMain.action?mid=4 • myPay Login Website. https://mypay.dfas.mil/mypay.aspx • 2019 Military Pay Tables. https://www.dfas.mil/militarymembers/payentitlements/Pay-Tables.html
L24	Personal Financial Management	**Read:** • Personal Financial Management derived from U.S. Securities and Exchange Commission websites. **Review:** Explore the information available on the following websites • http://www.sec.gov • https://www.investor.gov/introduction-investing

		• https://www.investopedia.com • https://resources.lawinfo.com/estate-planning/ • https://www.thebalance.com/before-you-make-large-purchases-2385817
L25	Administrative Personnel Actions	**Read:** • AR 600-8-10, Chapter 2, para. 2-1 through 2-5; Chapter 3, para. 3-3 through 3-4; Chapter 4, para 4-1 through 4-6; Chapter 5, para. 5-27 through 5-30 • AR 600-8-19, Chapter 1, para. 1-5 through 1-8; Chapter 2, para. 2-1 through 2-6; Chapter 3, para. 3-1 through 3-4, 3-9 through 3-11, 3-20 through 3-23; Chapter 4, para. 4-1 through 4-14; Chapter 5, para. 5-1 through 5-10 • AR 600-8-22, Chapter 1, para. 1-1 through 1-33, 1-41 through 1-44 • DA PAM 600-8, Chapter 4, para. 4-18 and 4-37 **Review:** • DA Form 4187, Personnel Action.
L26	Final Exam Review	
L28	AAR	

Appendix B
Master Reference List and Website Links

NOTE: The reference list below **Is Not** all inclusive for MSL 400. It is provided as a starting point for cadre to build upon and continuously expand.

Number	**Title**	**Date**	**Additional Information**
ADP 1	The Army	17 SEP 12	w/ch2 6 AUG 13
ADP 6-0	Mission Command	17 MAY 12	w/ch2 12 MAR 14
ADP 6-22	Army Leadership	1 AUG 12	w/ch1, 10 SEP 12
ADP 7-0	Training	29 AUG 18	
███████	███████	███████	███████
ADRP 1	The Army Profession	14 JUN 15	
ADRP 3-0	Operations	6 OCT 17	
ADRP 5-0	The Operations Process	17 MAY 12	
ADRP 6-0	Mission Command	17 MAY 12	w/ch2, 28 MAR 14
ADRP 6-22	Army Leadership	1 AUG 12	w/ch1, 10 SEP 12

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 7-0	Train to Win in a Complex World	5 OCT 16	
FM 27-10	The Law of Land Warfare	18 JUL 56	
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	15 FEB 06	
AR 600-8-19	Enlisted Promotions and Reductions	25 APR 17	
AR 600-8-22	Military Awards	25 JUN 15	
AR 600-20	Command Policy	6 NOV 14	
AR 600-63	Army Health Promotion	14 APR 15	
AR 623-3	Evaluation Reporting System	4 NOV 15	
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 600-8	Military Human Resources Management Administrative Procedures	6 APR 16	
DA PAM 600-24	Health promotion, risk reduction, and suicide prevention	14 APR 15	
DA Pam	Evaluation Reporting System	10 NOV 15	

623-3			
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
	16 Cases of Mission Command	2013	Army U Press
	Commander's Legal Handbook	2015	JAG
	Operational Law Handbook	2015	JAG
	America's Army – Our Profession" Pamphlet	OCT 16	CAPE
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
CCR 145-3	Reserve Officers Training Corps Precommisioning Training and Leadership Development	20 SEP 11	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-Doctine-Pubs/
- Milsuite My Training Tab - https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage
- 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

Appendix C
Training Schedule and Graded OIC Event Spreadsheet:
TBD after Staff Ex.