

Instructors: CPT Beavon, Brett M. (MP)

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Class: Monday – Thursday (Class 1: 0800-0850 / Class 2: 1100-1150)

Physical Training: Monday – Thursday (0600-0700)

Lab: Friday (0700 – 0920)

Phone: (671) 777-9589

Course Description

MS 102 introduces Cadets to the personal challenges and competencies that are critical for effective leadership. Cadets learn how the personal development of life skills such as critical thinking, performance, and resilience enhancement which will benefit them throughout their life and career. Cadets learn the basics of the communications process and the importance for leaders to develop the essential skills to effectively communicate in the Army. Cadets will begin learning the basics of squad level tactics and be reinforced routinely at military science labs facilitated by advance course Cadets and Cadre.

Course Design

Students should read and understand the course syllabus and bring any questions to the attention of the Cadre as soon as possible. It is your responsibility to be thoroughly prepared for each lesson by completing all student readings, study assignments, practical exercises, and by participating in training events. Students are encouraged to provide constructive criticism concerning the effectiveness of all lectures and training materials.

Learning Objectives: The four Army Learning Areas (ALAs) and General Learning Outcomes.

1. Leadership

- a. Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army professionals.
- b. Proficiency in the Army leader attribute and competency categories described in the leadership requirements model.
- c. Proficiency in implementing and sustaining the fundamentals of development.

2. Mission Command

- a. Proficiency in the principles of mission command.
- b. Proficiency in the elements of command and control (C2).
- c. Proficiency in the C2 Warfighter Functions (WFFs) tasks and system to integrate elements of combat power.
- d. Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations.
- e. Proficiency in critical and creative thinking.

3. Operations

- a. Proficiency in synchronizing all WFFs in Unified Land Operations (ULO) in support of joint operations.
- b. Proficiency in understanding the operational environment across all domains.
- c. Proficiency in sustainment functions supporting Army operations.

4. Training

- a. Proficiency in planning, preparing, executing, and assessing training.

Requirements

Readings

Students are responsible for all reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class participation

Students are expected to participate actively in learning through critical reflection, inquiry, dialog, and group interactions. This includes but is not limited to participating in class discussion, working in teams during lab exercises, and sharing personal perspectives and experiences related to the principles discussed in class.

Quizzes

This is an interactive class that will engage you to evaluate learning. Quizzes will be used as a tool to evaluate the effectiveness of class assignments at the instructor's discretion.

Exams (Written Knowledge)

- a. A **mid-term exam** will be given to evaluate students' knowledge achieved for the curriculum materials presented during the first half of the course.
- b. A cumulative **final exam** will be given to evaluate students' knowledge achieved for all curriculum materials presented from the entire semester.

Evaluation and Grading

Class Participation	20%
Assignments	30%
Mid-Term Exam	20%
Final Exam	30%

NOTE: Contracted Cadets are required to participate in **ALL** ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in-and-outside the classroom. ACFT training as applicable.

Every attempt will be made to offer adequate written assessments in explaining evaluations. **All late papers and assignments will receive a reduction in letter grade.**

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the Professor of Military Science (PMS) 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

You are expected to wear the Operational Camouflage Pattern uniform (OCP) to all Friday Lab exercises and adhere to Army Regulation 670-1 with regard to uniforms and appearance. A Block polo and khaki pants may be worn in place of OCPs during classroom instruction.

Required Administrative Information

1. Religious Accommodation

- a. 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.
- b. 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.
- c. Requests for religious accommodation generally fall into five major areas:
 - 1) Worship practices
 - 2) Dietary practices
 - 3) Medical practices
 - 4) Wear and appearance of the uniform
 - 5) Grooming practices

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

2. 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:

- a. Trainers providing entry-level training will sign DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a) through (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.
- b. 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.
- c. 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 trainees file until the trainee detaches from the training command or school.

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.

3. Online Conduct

- a. 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.
- b. 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.
- c. 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, para 1-4, Chapters 4 and 7, AR 600-100.

4. 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 student accessibility services.

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

- a. 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.
- b. 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.

- c. 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. We realize that each Soldier, Civilian, and Family Member may perceive and react to 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:

- a. 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.
- b. Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.
- c. 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.
- d. Chain of command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.
- e. 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

- a. Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.
- b. 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.
- c. 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.
- d. 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 1000 to 1430. I am available to meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible and I will schedule a specific time to meet with you beyond office hours if necessary.

Overview of Class Sessions

MS102-L01	MS102 Course Overview
MS102-L02	Team and Squad Tactics I Basic Components
MS102-L03	Team and Squad Tactics II Basic Formations Movements
MS102-L04	Squad Tactics Basic Patrolling
MS102-L05	Introduction to Battle Drills
MS102-L06	Critical Thinking (Mid-Term Exam)
MS102-L07	Anti-Terrorism Level I Awareness
MS102-L08	Communications Process
MS102-L09	Persuasive Argument Briefs
MS102-L10	R2 Performance and Resilience Enhancement
MS102-L11	Holistic Health and Fitness
MS102-L12	Final Exam