



**UNIVERSITY OF GUAM**  
College of Natural and Applied Sciences (CNAS)  
U.S. Army Senior Reserve Officers' Training Corps (SROTC) Program  
MSL 399 – Course Syllabus



**Instructor:** LTC Neil Armstrong, Professor of Military Science

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**Class Meeting:** Tuesday and Thursday (Class 1: 1000-1120; Class 2: 1300-1420);  
MSL 402-3: Wednesday (0800-0920)

**Physical Training (required):** Tuesday through Thursday (0600-0700); Mondays are  
for remedial PRT for those failing ACFT

**Required Lab Class:** Friday (0700-0920)

**Office Hours:** By scheduled appointment or IAW with below listed guidance.

**Phone Number:** Cell/WhatsApp: (671) 858-7683

**\*\*DISCLAIMER\*\*** - The schedule annotated in this syllabus is scheduled to change based on environmental factors, unforeseen events, and Force Majeure. We will do our best to keep to the schedule, however, life is uncertain, and unforeseen events may cause slight adjustments.

**Course Description:**

MSL 402 is an academically challenging course where you will develop knowledge, skills, and abilities required of junior officers pertaining to the Army in Unified Land Operations and Company Grade Officer roles and responsibilities. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies and practical exercises, a mid-term exam, and an Verbal Practicum as the final exam. Successful completion of this course will assist in preparing you for your BOLC B course and is a mandatory requirement for commissioning. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre, as well, as mandatory physical training per the schedule above.

**Course Design:**

This course is designed to be student-centric with the onus of learning on the student, facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend most of the class time on specific areas that are least understood from the lessons, rather than your instructor teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. 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.

### **ROTC Advanced Course**

The Advanced Course is comprised of an academically rigorous 2-year program consisting of; four college courses with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), and the Cadet Summer Training (CST) Advanced Camp conducted during the summer in-between the MSL III and MSL IV years at Fort Knox, KY.

- MSL 301, Training Management and the Warfighting Functions
- Fall Leadership Lab
  
- MSL 302, Applied Leadership in Small Unit Operations
- Spring Leadership Labs
- CST Advanced Camp Fort Knox, KY
- MSL 401, The Army Officer
- Fall Leadership Labs
- **MSL 402, Company Grade Leadership**
- **Spring Leadership Labs**

The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA). The four ALA's and Course Outcomes are:

#### **1. Leadership and the Army Profession**

- Demonstrate proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- Demonstrate proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Demonstrate proficiency in implementing and sustaining the fundamentals of development

#### **2. Mission Command**

- Demonstrate proficiency in the principles of mission command
- Demonstrate proficiency in the elements of command and control (C2)
- Demonstrate proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
- Demonstrate proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
- Demonstrate proficiency in critical & creative thinking

### **3.Operations**

- Demonstrate proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
- Demonstrate proficiency in understanding the OE across all domains
- Demonstrate proficiency in sustainment functions supporting Army Operations

### **4.Training**

- Demonstrate proficiency in planning, preparing, executing, and assessing training

## **MS 402 Course Requirements**

### **Attendance:**

Special emphasis is placed on your attendance at required training events, classes, labs, and physical training. As Army officers you are expected to be at the appointed place of duty, at the right time, and in the right uniform. You are further required to be engaged in assigned missions and tasks. What you expect of your Soldiers must start with you. **Absences from training or class must be excused by your instructor (PMS/SMSI). Unexcused absences will not be looked upon favorably. I reserve the right to drop you one letter grade with three or more unexcused absences.**

### **Class Participation:**

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises. Military Officers are lifelong learners, and you should take ownership of your education as discussed in the Self-Development domain of leader development.

### **-Reading**

Doctrinal Publications are available online at <https://armypubs.army.mil/>

Each lesson contains Student Readings to prepare for class. **You must come prepared to discuss each lesson.**

### **Mid-Term Exam**

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

### **Oral Practicum (Capstone / Final Exercise)**

For MS402 L31-34 Oral Practicum, you will be required to answer questions from a comprehensive list covered throughout MS401 and 402 coursework. As a future Army officer you must be capable of all manners of communication (written and verbal). During this practicum your verbal communication skills will be evaluated. Each Cadet is

required to attend a 15-20-minute oral comprehensive practicum with their instructor/advisor and potential guest panel members (at discretion of PMS). Cadets will be asked open ended questions extracted from MS IV (401 and 402) course content and be required to formulate answers using relevant coursework covered in all MS I through MS IV courses. In addition, Cadets will need to think critically about a professional topic, display ethical reasoning as appropriate, and demonstrate knowledge and understanding of the course material via verbal communication with an audience.

### **Alumni Branch Connections Project**

MS4s in MSL402 will interview a former UoG ROTC Graduate (2013 and earlier) IOT strengthen the Triton Warrior legacy and enhance the MS4s' chances of success in their Officer careers.

The product for this assignment will be either a 3-5-page essay or a 2-3-minute video presentation.

#### Option A-

The video presentation should be 2-3 minutes long and it should incorporate sound, pictures/video, and screen effects/captions in a way that transmits a positive reflection of the UoG ROTC Alumni's ROTC experience and/or service to country. Some ideas include video of an Alumni discussing his/her military experiences, photos from the individual's life, pictures of medals he/she earned, scenic views of Guam, and maps of places traveled/visited.

#### Option B-

The essay should answer the following Essay Prompt:

What are the best memories that the UoG ROTC Alumni has from UoG ROTC, what made the UoG ROTC Alumni successful in his/her Officer career, and what were the highlights or best experiences from his/her Officer career?

The interview should be face-to-face (in-person), with exceptions requested through the Instructor.

The Cadet should request 3 pictures from the Alumni to turn in with the essay (one as a Cadet, one as an Officer, and one current photo)- the photos can be printed or submitted digitally.

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The best projects may be published on the UoG ROTC Facebook / Instagram page as a way to highlight the positive contributions of these military service members and to show them that their sacrifices are not forgotten. What they did still **resonates** and matters.

For both options, the Cadet should secure the interviewee's permission to post the project online when completed.

## ACFT

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic ACFT at the beginning of the fall semester and a for-record ACFT at the end of the semester. **You must pass the record ACFT to commission.**

**UOG Alumni Newsletter:** Publish a newsletter each semester geared towards informing our alumni of the activities, events, and good news stories of the Triton Warrior Battalion. The intent is to highlight significant events showcasing the hard work and efforts of the Cadets from the program. (examples: Contracting ceremonies, Ranger Challenge, Labs, PRT events, Best Squad / Platoon, branching ceremonies, Military Ball, Gen George C. Marshall Leadership Award, Commissioning Ceremonies, Distinguished Military Graduates, VIP visits, Guest instructors, etc.). This newsletter will serve as a foundation of including our alumni into current operations for the battalion and promoting the bond that exists between current and former Triton Warriors. Should also include a recommended visit schedule of key events. Should include a page for PMS comments and possibly comments from our Dean.

## HEIGHT AND WEIGHT

As a future Army Officer you are expected to set the example. You must meet published Height and Weight guidelines. In order to commission you must be within standards for your weight based upon your height.

**NOTE:** *Contracted Cadets are required to participate in **ALL** ROTC activities as stated in their contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.*

## Evaluation and Grading

Attendance (PRT, Class, Labs)	20%
Class Participation	10%
Community Service Project	10%
Alumni Connections Project	10%
Mid-Term	25%
Oral Practicum Final Exam	25%

**NOTE:** The following grading scale will be used based on 100 points possible. Your university may have a specific grading scale to follow. All late papers and assignments will receive a 10% reduction in grade.

90-92	A-	93-98	A	98-100	A+
80-82	B-	83-88	B	88-89	B+
70-72	C-	73-78	C	78-79	C+
60-69	D	Below 59	F		

## Character Development

**NOTE:** Throughout the year, your individual performance will be evaluated against required MS I-MS IV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

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

## Uniforms and Appearance

You are expected to wear the assigned Army uniform to all classes per cadre guidance and adhere to Army Regulation 670-1 Wear and Appearance of Uniforms and Insignia and associated ALARACT messages about uniforms and appearance.

## Collaboration

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

## Required Administrative Information:

### 1. Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health

Requests for religious accommodation generally fall into five major areas:

- Worship practices
- Dietary practices
- Medical practices
- Wear and appearance of the uniform
- Grooming practices

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

## **2. Special Needs**

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

## **3. Inappropriate Relationships**

Per Army Directive (Protecting Against Prohibited Relations during Recruiting and Entry-Level Training) and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations during Recruiting and Entry Level Training), the Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

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

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

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

## **4. Online Conduct**

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

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

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

Refer to AR 600-20, para 1-4, 4-19 and Chapter 7 and AR 600-100 for more information.

## **5. Sexual Discrimination**

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

## **6. Discriminatory Harassment**

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment. Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

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

## **8. Sexual Harassment/Assault**



Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

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

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

## **9. Prohibited Activities**

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

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

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

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

## 10. Suicide Prevention

ACE

**Ask:** Ask a direct question such as, “Are you thinking about committing suicide?”

**Care:** Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

**Escort:** Escort the person to talk with an RA, a professor, or another professional

### Office Hours and Appointments

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. Office Hours are by appointment (email is the best way to secure an appointment). Additionally, cadets are encouraged to visit the PMS on a walk-in/as-available basis.

### Overview of Class Sessions:

THR - 23 JAN: Course Introduction, Syllabus review, Initial Counseling

**FRI – 24 JAN: Lab – orientation**

TUE – 28 JAN: The Armed Forces of the United States / NORTHCOM and SOUTHCOM /CENTCOM / INDOPACOM / SOUTHCOM / Functional Combatant Commands

THR – 30 JAN: Multi-Domain Operations

TUE – 4 FEB: US Army Organizations, Enablers and Capabilities

THR – 6 FEB: Offense and Defense

TUE – 11 FEB: Stability Operations and DSCA

**13 – 18 FEB: Ranger Challenge Competition, Fort Hunter Liggett, CA**

THR – 20 FEB: US Army Organizations, Enablers and Capabilities

**FRI – 21 FEB: Faculty Development Day (No Classes)**

TUE – 25 FEB: Threats I and II / Protecting Critical Information

THR – 27 FEB: Platoon Leadership and Expanding your sphere of influence

**MON – 3 MAR: Guam History and CHamoru Heritage Day (Observed)**

**TUE – 4 MAR: Mid Term Review**

**THR – 6 MAR: Charter Day (No Class)**

**\*\*TUE – 11 MAR: MID-TERM EXAM\*\***

THR – 13 MAR: Preventing Counterproductive Leadership **\*\*Sign up for Mid-semester counseling\*\***

**14 – 16 MAR: Spring FTX**

**18 – 23 MAR: Spring Break (No Classes)**

**TUE – 25 MAR: Mid-semester Counseling**

**THR – 27 MAR: Mid-semester Counseling**

**TUE – 1 APR: Mid-semester Counseling**

**THR – 3 APR: Mid-semester Counseling**

**TUE – 8 Apr: Taking Charge I (Initial Expectations and Responsibilities) / Taking Charge II (Your NCO Relationship)**

**THR – 10 APR: Taking Charge III (Your PLT) / Leadership Development Discussion**

**TUE – 15 APR: Unit Readiness I/II/III (Supply and Maintenance) \*\* *Standards for the Verbal Practicum will be given during this class instruction window* \*\* - MSL IVs will sign up for a 15-minute window for their final PRACTICUM**

**NLT THR – 17 APR: BOLC – B Overview \*\*Alumni projects DUE; Alumni Newsletter published\*\***

**21 – 24 APR: ORAL PRACTICUM WINDOWs MSL IVs**

**11 – 16 MAY: FINAL ACADEMIC COUNSELING MSL IVs**

**CADET BALL (TBD)**

**19 – 21 MAY: UoG FINAL EXAM WEEK and Commissioning Prep**

**SAT – 24 MAY: Commissioning Ceremony**

**SUN – 25 MAY: Commencement Ceremony**

### Leadership LAB Schedule

<b>LEADERSHIP LABS</b>	<b>See Training Schedule</b>
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### Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1-0	The Army	31 JUL 2019	
ADP 3-0	Operations	31 JUL 2019	
ADP 3-07	Stability	31 JUL 2019	
ADP 3-90	Offense and Defense	31 JUL 2019	
ADP 6-0	Mission Command	31 JUL 2019	
ADP 6-22	Army Leadership	31 JUL 2019	w/ch1, 25 NOV 2019
ATP 1-06.1	Field Ordering Officer (FOO) and Pay Agent (PA) Operations	10 MAY 2013	
ATP 3-21.8	Infantry Platoon and Squad	12 APR 2016	w/ch1,

			23 AUG 2016
ATP 3-28.1	Multi-Service Tactics Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)	11 FEB 2021	
ATP 4-33	Maintenance Operations	9 JUL 2019	w/ch1, 19 NOV 2019
FM 3-24.2	Tactics in Counterinsurgency	21 APR 2009	
FM 3-96	Brigade Combat Team	19 JAN 2021	
FM 6-0	Commander and Staff Organization and Operations	16 MAY 2022	
FM 6-22	Leader Development	30 JUN 2015	
FM 7-0	Training	14 JUN 2021	
JP 3-0	Joint Campaigns and Operations	18 JUN 2022	
JP 5-0	Joint Planning	1 DEC 2020	
TR350-36	Basic Officer Leader Training Policies and Administration	20 FEB 2020	
TRADOC PAM 525-3-1	The U.S. Army Operating Concept: Win in a Complex World	27 NOV 2018	
TRADOC PAM 525-8-2	The US Army Learning Concept for Training and Education 2020-2040	13 APR 2017	
CMH 70-21	The Staff Ride	1 OCT 2020	
AR 350-1	Army Training and Leader Development	10 DEC 2017	
AR 530-1	Operations Security	26 SEP 2014	
AR 600-20	Command Policy	24 JUL 2020	
AR 600-85	The Army Substance Abuse Program	23 JUL 2020	
AR 608-20	Army Voting Assistance Program	13 NOV 2020	
AR 710-2	Supply Policy Below the National Level	28 MAR 2008	
AR 735-5	Property Accountability Policies	09 NOV 2016	
AR 750-1	Army Materiel Maintenance Policy	28 OCT 2019	
DA PAM 600-35	Relationships between Soldiers of Different Ranks	14 JUN 2022	
DA PAM 710-2-1	Using Unit Supply System (Manual Procedures)	01 DEC 2016	
DA PAM 750-1	Commanders' Maintenance Handbook	4 DEC 2013	
DA PAM	The Army Maintenance Management	22 AUG 2005	

750-8	System (TAMMS) User's Manual		
CCR 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	18 JUN 2019	USACC SharePoint
GTA 90-01-020	DSCA Handbook	30 JUL 2010	CAR

**Additional Publication Sites:**

(Selected readings available online)

- **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/>
- **Joint Electronic Library (JEL)**- <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **milSuite**-  
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **Army On Source Website** - <https://www.armymwr.com/programs-and-services/resources/army-onesource>
- **My Army Benefits Website** - [http://myarmybenefits.us.army.mil/Home/Benefit\\_Library/Federal\\_Benefits\\_Page/Army\\_Community\\_Service\\_\(ACS\).html](http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html)
- **ROTC Blackboard (Bb)**-  
[https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab\\_tab\\_group\\_id=\\_118\\_1](https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=_118_1)