

## Dutta, Lakshmi

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**From:** Mathew Donald [donald.9@osu.edu]  
**Sent:** Wednesday, October 03, 2007 3:19 PM  
**To:** halasek.1@osu.edu  
**Cc:** 'George Henderson'; 'LTC Todd D. Miller'; Dutta, Lakshmi  
**Subject:** RE: proposed minor in military science

Ma'am,

Below are the answers to the questions you had regarding our proposed minor.

- 1) Yes, all students who complete the minor will be SEEKING a commission.
- 2) Yes, all students seeking a commission will complete the requirements as this is indeed part of the leadership training. Should a student fail a course or fail to meet the minimum 2.0 standard they will not receive a commission (hence the emphasis on the SEEKING in #1). We have had this happen before.
- 3) Please find attached the syllabus for MS 403. The text used for this course is: Adaptive Leadership, Pearson Custom Publishing, 2006

If you should have any additional questions please direct them to my attention as I will be the action officer for this project.

Thank you for your assistance in our endeavor!

GO BUCKS!

v/r

MAJ Matthew W. Donald  
292-6075

-----Original Message-----

**From:** Kay Halasek [mailto:halasek.1@osu.edu]  
**Sent:** Wednesday, October 03, 2007 9:08 AM  
**To:** miller.3925@osu.edu  
**Cc:** smith.70@osu.edu; dutta.2@osu.edu  
**Subject:** proposed minor in military science

Dear Lieutenant Colonel Miller,

I serve as Chair of the Council on Academic Affairs, and in that capacity I am currently reviewing several proposals, including the proposed minor in military science.

Related to that proposal, I have a few questions and request. Please note that my inquiries and this request are intended to gather information relevant to the proposal and are preparatory to the review of the proposal by CAA. Email response to the questions is adequate--no need to prepare a formal document.

First, as I read the course bulletin, the 300- and 400-level courses in the proposed minor are open only to those students "who meet the prerequisites as indicated below or receive the permission of the Professor of Military Science." Given that, it appears that nearly all (or perhaps all) of the students completing the minor will be students seeking commissions. Is this correct?

Second, all students currently seeking commission will, by default, complete the minor as these courses are required as part of their academic and leadership training at OSU. Is that correct?

If that is the case, what is the consequence for a student who fails one of the courses or fails to complete the minor with the required 2.0?

Finally, the request. The syllabus for 403 does not include the title of the textbook or the class-by-class syllabus. Please provide these to CAA by forwarding the information to Lakshmi Dutta (dutta.2@osu.edu). She will amend the proposal to include the materials.

Should you have any additional questions, please contact me.

## Dutta, Lakshmi

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**From:** Kay Halasek [halasek.1@osu.edu]  
**Sent:** Wednesday, October 03, 2007 9:08 AM  
**To:** miller.3925@osu.edu  
**Cc:** Smith, Randy; Dutta, Lakshmi  
**Subject:** proposed minor in military science

Dear Lieutenant Colonel Miller,

I serve as Chair of the Council on Academic Affairs, and in that capacity I am currently reviewing several proposals, including the proposed minor in military science.

Related to that proposal, I have a few questions and request. Please note that my inquiries and this request are intended to gather information relevant to the proposal and are preparatory to the review of the proposal by CAA. Email response to the questions is adequate--no need to prepare a formal document.

First, as I read the course bulletin, the 300- and 400-level courses in the proposed minor are open only to those students "who meet the prerequisites as indicated below or receive the permission of the Professor of Military Science." Given that, it appears that nearly all (or perhaps all) of the students completing the minor will be students seeking commissions. Is this correct?

Second, all students currently seeking commission will, by default, complete the minor as these courses are required as part of their academic and leadership training at OSU. Is that correct?

If that is the case, what is the consequence for a student who fails one of the courses or fails to complete the minor with the required 2.0?

Finally, the request. The syllabus for 403 does not include the title of the textbook or the class-by-class syllabus. Please provide these to CAA by forwarding the information to Lakshmi Dutta (dutta.2@osu.edu). She will amend the proposal to include the materials.

Should you have any additional questions, please contact me.

Kay Halasek  
Associate Professor of English  
Vice Chair, Rhetoric, Composition and Literacy Studies Ohio State University



Department of Military Science

253 Converse Hall  
2121 Tuttle Park Place  
Columbus, OH 43210-1169  
1-800-292-ROTC

August 15, 2006

Randy Smith  
203 Bricker Hall  
190 North Oval Mall  
Columbus, OH 43210

Dr. Smith:

Sir, I am excited about the prospect of a Minor in Military Science and truly feel the program deserves this recognition. Departmental curriculum is dynamic and challenges the Army leaders of tomorrow to improve mentally, physically, morally, and ethically. Credit hours do not adequately explain how hard Cadets work to become Commissioned Officers. Prior to completion of the program, Cadets demonstrate a thorough understanding of leadership principles and techniques. They learn valuable skills which will not only help them become successful military leaders, but leaders in any organization. I would like to personally thank you for your advocacy and support during this process. We are happy to answer any question about the program and are prepared to take the necessary steps to make this Minor a reality.

Respectfully,

Todd D. Miller  
Lieutenant Colonel, U.S. Army  
Professor of Military Science

**PROPOSAL  
FOR  
MINOR PROGRAM  
IN  
MILITARY SCIENCE**

**15 AUGUST 2006**

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## MILITARY SCIENCE MINOR

Department of Military Science  
The Ohio State University

253 Converse Hall  
2121 Tuttle Park Place  
Columbus, OH 43210  
1-800-292-ROTC  
<http://arotc.osu.edu>

A Minor in Military Science is for students who seek to improve and challenge themselves on a daily basis. Students will experience realistic, dynamic training designed to teach values and skills essential for leaders in every organization. Courses are “hands on,” with an emphasis on leadership application through practical exercise. Students practice techniques while assigned to leadership roles within the Cadet Organizational Structure. In addition, courses are designed to instill professional ethics and familiarize participants with principles of physical fitness and a healthy lifestyle. Ultimately, the program explores the dynamics of leading in a complex environment and prepares students to analyze, manage, and adapt to change. The endstate of the program is for students to be adaptive leaders with the confidence in their ability to lead, make decisions, and motivate subordinates for our Army and our Nation.

The Military Science Minor consists of the following courses:

		<b>Credit Hours</b>
MSL301	Leadership and Problem Solving	4
MSL302	Military Operations at a Small Unit Level	4
MSL303	Leadership and Ethics	4
MSL401	Developing Adaptive Leaders	4
MSL402	Developing Adaptive Leaders in a Complex World	4
MSL403	Preparing for the First Experience	4

### Restrictions and General Information

1. A minimum overall GPA for courses comprising the minor shall be 2.0.
2. Removal from the program will result for students who fail any minor course.
3. Students should declare their minor prior to accumulating 90 total credit hours.

## **Proposal for a Military Science Minor**

### **Introduction:**

ROTC Cadets here at The Ohio State University and around the country work hard to become leaders in the United States Army. Ultimately they receive a commission, but no academic recognition for the challenging coursework they have completed. Many universities now offer a Minor in Military Science, in an effort to rectify this situation. The University of Minnesota, Penn State University, and Purdue University all offer Military Science Minors.

### **Purpose:**

We here in the Military Science Department feel that Cadets deserve the academic recognition they have earned. On average, Cadets complete approximately forty Military Science credit hours. This figure does not include Field Training Exercises, Physical Training, and various other activities required to become an officer in the United States Army. These courses do not apply towards their Major of study, so as a result Cadets receive no academic reward for completion of this rigorous program. In light of these facts, we recommend that the university approve this Military Science Minor.

### **Curriculum:**

In keeping with university directives, students must complete the following courses in order to earn a Minor in Military Science:

MSL301	Leadership and Problem Solving
MSL302	Military Operations at a Small Unit Level
MSL303	Leadership and Ethics
MSL401	Developing Adaptive Leaders
MSL402	Developing Adaptive Leaders in a Complex World
MSL403	Preparing for the First Experience

Completion of these courses amounts to twenty-four credit hours, which meets the hour requirement for an academic Minor here at The Ohio State University. These courses deal specifically with the Army's approach to organizational leadership and are designed to enhance every aspect of a cadet's understanding of these principles and techniques.

### **Enrollment:**

Typically there are approximately 130 students enrolled in Military Science and Leadership courses. We feel that this Minor would attract approximately twenty-five students per year. In the future this program might attract thirty-five students per year, and the department is prepared to handle this anticipated influx of students.

### **Implementation:**

The department would like to offer this Minor by Winter Quarter 2007 and open it to current students. Pending approval, all qualified students yet to graduate would receive annotation of this Minor on their official transcripts.

**Department of Military Science  
The Ohio State University  
Military Science & Leadership 301  
Leadership & Problem Solving  
Academic Syllabus  
Autumn 2005**

Primary Instructor: MAJ Donald  
Room 253, Converse  
Work: 292-6075  
Office Hours: Open Door

Assistant Instructor: MSG Whitney  
Room 253G, Converse  
Work: 292-6075

**Course Description:** This course is designed to introduce subjects that prepare you for progression through the Military Science Advanced Course and successful completion of the Leadership Development and Assessment Course while instilling values and ethics that will culminate in commissioning in the United States Army. The majority of instruction focuses on tasks that serve as a base of knowledge to assist you as you progress through the MS III year. We will cover the following topics in detail: **principles of physical fitness and healthy lifestyle, Leadership Development Program, individual and small unit training, basic infantry tasks and tactics, land navigation, reasoning skills and their application to Troop Leading Procedures, and operation orders.** When introduced to squad level infantry tactics, techniques, and procedures, this information is drawn from *FM 7-8, Infantry Squad & Platoon* and the *Cadet How to Fight Manual*.

**Course Schedule:** This is a 4 credit hour course. Section I meets Monday, Wednesday and Friday at 0830-0918 and Section II meets Monday, Wednesday, and Friday at 1330-1418 hours in Room 239 of Converse Hall. These classes are academic in nature. Leadership Lab meets on Thursdays from 0730 to 0918 hours.

**Course Requirements - What we Expect of You:**

- Look and act like commissioned officers. ***Set the standard for the battalion.***
- Demonstrate a basic knowledge and understanding of the topics listed on the course outline after class/lab instruction.
  - Complete initial 104-R, *Planned Academic Program Worksheet* (NLT 3 Oct.).
  - Complete **all** reading and writing assignments **prior** to class; come prepared!
  - Attend and successfully complete the Land Navigation FTX (29-30 Oct).
  - Attend **all** PT sessions and scheduled training events.
  - Take the Diagnostic APFT on 10/12 October and the Record APFT 14/16 November 2005.
  - Write a Garrison Operations Order when scheduled for a leadership position.

**Leadership Lab:** The objective of Lab is to provide practical hands-on experience in military skills. Cadets are required to wear the **correct** uniform to lab in accordance with the weekly training schedule (MS III's set-the-example).



**Physical Training:** Military Science III students are **required** to attend Physical Training (PT) sessions three times a week (0630-0730 hours) as directed in the PMS Annual Training Guidance. MAJ Donald and MSG Whitney are the only personnel authorized to approve exceptions. It is your responsibility to immediately notify your cadet chain of command of anticipated absences. The Army Physical Fitness Test will be used to measure your level of physical fitness. The PT program will be designed to steadily improve your physical performance throughout the year; **only you can ensure that it happens**. You can earn an additional 5 points on your final grade by meeting the following standards on your record APFT;

<u>APFT Score</u>	<u>Points</u>
290-300	5
270-289	4
250-269	3
230-249	2
210-229	1

**Autumn Field Training Exercise:** On 29-30 October we will conduct our first day/night land navigation FTX. The focus of the exercise is practical application of land navigation skills. In addition, we will learn how to bivouac, enjoy some fun training on the rappelling/ropes course, and allow you to continue to develop your leadership skills. Your cadet chain of command will provide you with additional details in an Operations Order. **This is mandatory training for all MS IIIs.**

<u>Grading Requirement</u>	<u>% of Grade</u>
Participation (Class, lab, PT, FTX)	10
Quizzes	15
Written Assignments	15
Mid Term Exam	30
Final Exam	30

**Final Grades**

A 94 - 100	B 86 - 83	C 76 - 73	D 66 - 60
A- 93 - 90	B- 82 - 80	C- 72 - 70	E 59 or less
B+ 89 - 87	C+ 79 - 77	D+ 69 - 67	

**Text:** This is the primary text for this course and will be issued during MS III orientation: Tactical Leadership, Pearson Custom Publishing, 2005

In addition, the following army publications are required reference material for this course:

- FM 7-8, Infantry Rifle Platoon and Squad
- FM 21-20, Physical Fitness Training
- FM 3-21.5 (22-5), Drill and Ceremonies
- FM 3-25.26, Map Reading and Land Navigation

FM 23-9, M16 Rifle Marksmanship  
STP 21-1-SMCT, Soldiers Manual of Common Tasks  
STP 21-1-MQS, Military Qualification Standard (I) Manual  
Map, Tenino (MR6)

These and other reference materials are located on the Cadet CD in the back of your assigned textbook. Other material may be issued to the student on an "as needed" basis:

Fall Quarter 05, MSL 301 Syllabus (Course Outline)

<u>Date</u>	<u>Subject</u>	<u>Reference</u>
21 Sept	Introduction/Course Overview LDAC Results	Syllabus / Textbook
<b>22 Sept</b>	<b>RSOI Activities</b>	<b>LAB #1</b>
23 Sept	LDP Program & Self Assessment	Textbook pg. 14//86
26 Sept	Troop Leading Procedures (TLP) 1-4 WARNO Development	FM 7-8/ Textbook pg. 212/222
28 Sept	TLPs 5-8/OPORD Development	FM 7-8 Textbook pg. 212/222
<b>29 Sept</b>	<b>Troop Leading Procedures</b>	<b>LAB #2</b>
30 Sep	Garrison OPORD Process (LDAC)	FM 7-8/ Textbook pg. 222
3 Oct	Tactical OPORD Process (LDAC)	FM 7-8/ Textbook pg. 222
5 Oct	Map Reading Review	FM 3-25.26/ Textbook pg. 120/156
<b>6 Oct</b>	<b>Mission Planning/ Issue an OPORD</b>	<b>LAB #3</b>
7 Oct	Map Reading Review	FM 3-25.26/ Textbook pg. 120/156
	<b>-- Battalion Activation Ceremony: during PT</b>	
10 Oct	Movement Formations and Techniques	FM 7-8/ Textbook pg. 234
12 Oct	Rally Points, Danger Areas, 5 pt Cont Plan	FM 7-8
<b>13 Oct</b>	<b>Land Navigation: Map Reading</b>	<b>LAB #4</b>
14 Oct	No Class – Ranger Challenge	
17 Oct	Battle Drill 2, 1A, 5	FM 7-8/ Textbook pg. 266
19 Oct	Movement to Contact/ Consolidate & Reorganize	FM 7-8/ Textbook pg. 301/352
<b>20 Oct</b>	<b>Land Nav : 3-Pt. Course</b>	<b>LAB #5</b>
21 Oct	Squad Ambush	FM 7-8/ Textbook pg. 326

24 Oct	Mid-Term Review	All References
26 Oct.	Mid-Term	All References
<b>27 Oct</b>	<b>FTX PCI/UH-1 TNG</b>	<b>LAB #6</b>
28 Oct	Squad Recon	FM 7-8/ Textbook pg. 308
29-30 Oct	<b>Land Navigation FTX</b>	<b>OU / Stone's Farm</b>
31 Oct	Change Mission	FM 7-8
2 Nov	Cadre Led OPORD	FM 7-8/
<b>3 Nov</b>	<b>Squad Movement Techniques</b>	<b>Lab #7</b>
4 Nov	Oral OPORD PE	FM 7-8
7 Nov	Oral OPORD PE	FM 7-8
9 Nov	Oral OPORD PE	FM 7-8
<b>10 Nov</b>	<b>Rock Ceremony</b>	<b>Lab #8</b>
<b>11 Nov</b>	<b>Veterans Day; No OSU Classes</b>	
14 Nov	Oral OPORD PE	FM 7-8
16 Nov	Oral OPORD PE	FM 7-8
<b>17 Nov</b>	<b>DEMO: MTC / RTC</b>	<b>LAB #9</b>
18 Nov	Oral OPORD PE	FM 7-8
21 Nov	Oral OPORD PE	FM 7-8
22 Nov	Oral OPORD PE	FM 7-8
24-25 Nov	<i>No Class: Thanksgiving Holiday</i>	
28 Nov	Oral OPORD PE	FM 7-8
30 Dec	Leadership Behavior/ Peer Evals/ Final Exam Review	Textbook pg. 34
<b>1 Dec</b>	<b>Battalion D&amp;C; Squad Competition</b>	<b>LAB #10</b>
	Dinning Inn:1800 Holiday Inn at Lane Avenue	





**Department of Military Science  
The Ohio State University  
Military Science & Leadership 302  
Military Operations at a Small Unit Level  
Academic Syllabus  
Winter 2006**

Primary Instructor: MAJ Donald  
Room 253B, Converse  
Work: 292-6075  
Office Hours: Open Door

Assistant Instructor: MSG Whitney  
Room 253G, Converse  
Work: 292-6075

**Course Description:** This course consists of a series of lectures and practical exercises designed to introduce subjects that prepare you for progression through the Military Science Advanced Course, successful completion of the Army's Leadership Development Assessment Course (LDAC), instilling values and ethics and culminating in commissioning in the United States Army. The majority of instruction focuses on tasks that serve as a base of knowledge to assist you as you progress through the MS III year. The course continues to expand on squad level infantry tactics, techniques, and procedures and is drawn from *FM 7-8, Infantry Squad & Platoon* and the *Cadet How to Fight Manual*.

**Course Schedule:** This is a 4 credit hour course. Section I meets Monday, Wednesday and Friday at 0830-0918 and Section II meets Monday, Wednesday, and Friday at 1330-1418 hours in Room 239 of Converse Hall. These classes are academic in nature. Leadership Lab is "Company Dependent." A-Co meets on Tuesdays, 0730-0918; B-Co meets on Thursdays, 0730 to 0918 hours.

**Course Requirements – What is expected of You:**

- Look and act like commissioned officers. ***Set the standard for the battalion.***
- Demonstrate a basic knowledge of the topics listed on the course outline.
- Complete all reading and writing assignments prior to class.
- Complete a military essay, written in the Military Writing Style.
- Attend the Military Ball on 18 February 2006.
- Take the Record APFT 20 or 24 Feb 2006, with your respective company.
- Attend all PT sessions and scheduled training events.

**Leadership Lab:** The objective of Lab is to provide practical hands-on experience in military skills. Cadets are required to wear the correct uniform to lab in accordance with the weekly training schedule.



**Physical Training:** MS-III students are **REQUIRED** to attend Physical Training (PT) sessions three times a week (0630-0730 hours) in accordance with the Buckeye Battalion PT policy. MAJ Donald/MSG Whitney are the only personnel authorized to approve exceptions. It is your responsibility to immediately notify us, and your cadet chain of command, for excused absences. The Army Physical Fitness Test will be used to measure your level of physical fitness. The PT program will be designed to steadily improve your physical performance throughout the year; only you can ensure that it happens. You can earn up to an additional 5 points on your final grade by meeting the following standards on your record APFT;

<u>APFT Score</u>	<u>Points</u>
290-300	5
280-289	4
270-279	3
246-269	2
225-245	1

<u>Grading Requirement</u>	<u>% of Grade</u>
Participation (Class, Lab, PT, FTX)	10
Quizzes	10
Military Essay	20
Mid Term Exam	30
Final Exam	30

**Final Grades**

A 94 - 100	B 83 - 86	C 73 - 76	D 60 - 66
A- 90 - 93	B- 80 - 82	C- 70 - 72	E 59 or less
B+ 87 - 89	C+ 77 - 79	D+ 67 - 69	

**Texts:** These will be issued to the student in the form of a CD:

- FM 7-8, Infantry Rifle Platoon and Squad
- FM 21-20, Physical Fitness Training
- FM 22-5, Drill and Ceremonies
- FM 3-25.26, Map Reading and Land Navigation
- FM 22-100
- "America's First Battles, 1776-1965"



## Winter Quarter 05 – MSL 302 Syllabus (Course Outline)

<b>Date</b>	<b>Subject</b>	<b>Reference</b>
3 Jan	A-CO: RSOI	LAB#11
4 Jan	Operate a Radio/Radio Procedures	Syllabus
5 Jan	B-CO: RSOI	LAB #11
6 Jan	9 Line Medevac	TB p.207-220
9 Jan	Operate an M18 Claymore Mine/AT-4	TB p.235-267
10 Jan	A-CO: PMI	LAB #12
11 Jan	Fire Support	TB p.269
12 Jan	B-CO: PMI	LAB #12
13 Jan	Fire Support	TB p.271-299
16 Jan	<i>No Class; Martin Luther King Holiday</i>	
17 Jan	A Co – BRM / FLRC	LAB #13
18 Jan	Principles of War	TB p.301-342
19 Jan	B Co – BRM / FLRC	LAB #13
20 Jan	Guest Speaker	Notes/Handouts
23 Jan	Army Problem Solving	TB p.387-395
24 Jan	A Co – BRM / FLRC	LAB #14
25 Jan	Problem Solving in COE	TB p.397-420
26 Jan	B Co – BRM / FLRC	LAB #14
27 Jan	Terrorism in COE	TB p.421-442
30 Jan	Stability and Support Operations I	TB p.443-452
31 Jan	A-CO: DEMO: Knock Out A Bunker	LAB #15
1 Feb	Stability and Support Operations II	TB p.453-474





<b>2 Feb</b>	<b>B-CO: DEMO: Knock Out A Bunker</b>	<b>LAB #15</b>
3 Feb	Stress Management	FM 6-30; Handouts
<hr/>		
6 Feb	Map Reading	ARTEP 7-8
<b>7 Feb</b>	<b>A-CO: DEMO: Squad Ambush</b>	<b>LAB #16</b>
8 Feb	Mid-Term Review	ARTEP 7-8
<b>9 Feb</b>	<b>B-CO: DEMO Squad Ambush</b>	<b>LAB #16</b>
10 Feb	Mid-Term Exam	Notes
<hr/>		
13 Feb	OPORD PE	WB302, p.49-54
<b>14 Feb</b>	<b>A-CO: DEMO: Squad Recon</b>	<b>LAB #17</b>
15 Feb	OPORD PE	FM 7-8
<b>16 Feb</b>	<b>B-CO: DEMO: Squad Recon</b>	<b>LAB #17</b>
17 Feb	OPORD PE	TB p.343-386
18 Feb [Saturday]	<b><i>Military Ball</i></b>	<b><i>Blackwell</i></b>
<hr/>		
20 Feb	Motivating Soldiers Record APFT	FM 7-8 FM 21-20
<b>21 Feb</b>	<b>A-CO: DEMO: MTC</b>	<b>LAB #18</b>
22 Feb	Team Dynamics	FM 7-8
<b>23 Feb</b>	<b>B-CO: DEMO: MTC</b>	<b>LAB #18</b>
24 Feb	Team Building I Record APFT	STP 21-1-SMCT FM 21-20
<hr/>		
27 Feb	Team Building II	FM 3-25.26
<b>28 Feb</b>	<b>A-CO: Swim Test</b>	<b>LAB #19</b>
1 Mar	Team Building PE	FM 3-25.26
<b>2 Mar</b>	<b>B-CO: Swim Test</b>	<b>LAB #19</b>
3 Mar	Adaptive Leadership Scenario	FM 7-8
<hr/>		



6 Mar	LDAC 2005 / Ft. Lewis, Washington	TB302, p. 4-8
<b>7 Mar</b>	<b>A-CO: STX: Recon / Ambush</b>	<b>LAB #19</b>
8 Mar	Peer Evals/Final Exam Review <b>Military Essay Due</b>	Class Notes
<b>9 Mar</b>	<b>B-CO: STX: Recon / Ambush</b>	<b>LAB #19</b>
10 Mar	<u>FINAL EXAM</u>	
19 Mar	<u>Commencement/Commissioning</u>	



**Department of Military Science  
The Ohio State University  
Military Science & Leadership 303  
Military Operations at a Small Unit Level  
Academic Syllabus  
Spring 2006**

Primary Instructor: MAJ Donald  
Room 209B, Converse  
Work: 292-6075  
Office Hours: Open Door

Assistant Instructor: MSG Whitney  
Room 261A, Converse  
Work: 292-6075  
Office Hours: Open Door

**Course Description:** This course consists of a series of lectures and practical exercises designed to introduce subjects that prepare you for progression through the Military Science Advanced Course, successful completion of the Army's Leadership Development Assessment Course (LDAC), instilling values and ethics and culminating in commissioning in the United States Army. The majority of instruction focuses on tasks that serve as a base of knowledge to assist you as you conclude the MS III year. The course expands from squad level infantry tactics, techniques, and procedures to Platoon operations and is drawn from *FM 7-8, Infantry Squad & Platoon* and the *Cadet TACSOP*.

**Course Schedule:** This is a 4 credit hour course. Section I meets Monday, Wednesday and Friday at 0830-0918 and Section II meets Monday, Wednesday, and Friday at 1330-1418 hours in Room 239 of Converse Hall. These classes are academic in nature. Leadership Lab is "Company Dependent." A-Co meets on Tuesdays, 0730-0918; B-Co meets on Thursdays, 0730 to 0918 hours.

**Course Requirements – What is expected of You:**

- Look and act like commissioned officers. ***Set the standard for the battalion.***
- Demonstrate a basic knowledge of the topics listed on the course outline.
- Complete all reading and writing assignments prior to class.
- Complete a military essay, written in the Military Writing Style.
- Attend the Spring JFTX 6-9 April 2006.
- Attend the Land Nav/Patrol STX 5 May 2006.
- Take the Pre Camp Record APFT 31 May 2006.
- Attend all PT sessions and scheduled training events.

**Leadership Lab:** The objective of Lab is to provide practical hands-on experience in military skills. Cadets are required to wear the correct uniform to lab in accordance with the weekly training schedule.



**Physical Training:** MS-III students are **REQUIRED** to attend Physical Training (PT) sessions three times a week (0630-0730 hours) in accordance with the Buckeye Battalion PT policy. MAJ Donald/MSG Whitney are the only personnel authorized to approve exceptions. It is your responsibility to immediately notify us, and your cadet chain of command, for excused absences. The Army Physical Fitness Test will be used to measure your level of physical fitness. The PT program will be designed to steadily improve your physical performance throughout the year; only you can ensure that it happens. You can earn up to 5 points on your final grade by meeting the following standards on your record APFT;

<u>APFT Score</u>	<u>Points</u>
290-300	5
280-289	4
270-279	3
246-269	2
225-245	1

<u>Grading Requirement</u>	<u>% of Grade</u>
Participation (Class, Lab, PT, FTX)	10
Quizzes	10
Military Briefing	20
Mid Term Exam	30
Final Exam	30

**Final Grades**

A 94 - 100	B 83 - 86	C 73 - 76	D 60 - 66
A- 90 - 93	B- 80 - 82	C- 70 - 72	E 59 or less
B+ 87 - 89	C+ 77 - 79	D+ 67 - 69	

**Texts:** These will be issued to the student in the form of a CD:

- FM 7-8, Infantry Rifle Platoon and Squad
- FM 21-20, Physical Fitness Training
- FM 22-5, Drill and Ceremonies
- FM 3-25.26, Map Reading and Land Navigation
- FM 22-100
- "America's First Battles, 1776-1965"



## Spring Quarter 06 – MSL 303 Syllabus (Course Outline)

<b>Date</b>	<b>Subject</b>	<b>Reference</b>
27 Mar	Warrior Ethos/LDAC Packets	Instr Notes
<b>28 Mar</b>	<b>A-CO: SQD STX</b>	<b>LAB#21</b>
29 Mar	Summer Training	Syllabus
<b>30 Mar</b>	<b>B-CO: SQD STX</b>	<b>LAB #21</b>
31 Mar	Adaptive Leadership Review	Instr Notes
<hr/>		
3 Apr	ROE/MOB/COB	TEXTBOOK
<b>4 Apr</b>	<b>A-CO/B CO: FTX PCI</b>	<b>LAB #22</b>
5 Apr	Field Craft	Instr Notes
<b>6 Apr</b>	<b>No Lab/Depart FTX</b>	
<b>6-9 Apr</b>	<b>JFTX, Camp Atterbury, IN</b>	
7 Apr	No class, FTX	
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10 Apr	No Class/FTX Recovery	TEXTBOOK
<b>11 Apr</b>	<b>A Co: Sqd STX</b>	<b>LAB #23</b>
12 Apr	Intro to Patrolling	FM 7-8/TACSOP.
<b>13 Apr</b>	<b>B Co: Sqd STX</b>	<b>LAB #23</b>
14 Apr	Establish a Patrol Base	FM 7-8/TACSOP
<hr/>		
17 Apr	Operate a Patrol Base	FM 7-8/TACSOP
<b>18 Apr</b>	<b>A Co: Sqd STX</b>	<b>LAB #24</b>
19 Apr	Raid (section level)	FM 7-8/TACSOP
<b>20 Apr</b>	<b>B Co: Sqd STX</b>	<b>LAB #24</b>
21 Apr	Ambush (section level)	FM 7-8/TACSOP
<hr/>		
24 Apr	MTC (section level)	FM 7-8/TACSOP
<b>25 Apr</b>	<b>A-CO: Patrolling Ops</b>	<b>LAB #25</b>
26 Apr	Army Branches	TEXTBOOK



<b>27 Apr</b>	<b>B-CO: Patrolling Ops</b>	<b>LAB #25</b>
28 Apr	Prepare a Military Briefing	TEXTBOOK
<hr/>		
1 May	Mid Term Review	Notes
<b>2 May</b>	<b>A-CO: Patrolling Ops</b>	<b>LAB #26</b>
3 May	Mid-Term Exam	
<b>4 May</b>	<b>B-CO: Patrolling Ops</b>	<b>LAB #26</b>
5 May	TLP for Patrol STX	OPORD
<hr/>		
8 May	Branch Briefings	Notes
<b>9 May</b>	<b>A-CO: M16 Range (MS III's only)</b>	<b>LAB #27</b>
10 May	Branch Briefings	Notes
<b>11 May</b>	<b>B-CO: M16 Range (MS III's only)</b>	<b>LAB #27</b>
12 May	Branch Briefings	Notes
<hr/>		
15 May	Branch Briefings	Notes
<b>16 May</b>	<b>A-CO: MS III's HGAC</b>	<b>LAB #28</b>
17 May	Map Reading Test	Notes.
<b>18 May</b>	<b>B-CO: MS III's HGAC</b>	<b>LAB #28</b>
19 May	Opord PE	Notes
<hr/>		
22 May	Opord PE	Notes
<b>23 May</b>	<b>A-CO: TRI SVC Parade practice</b>	<b>LAB #19</b>
24 May	Opord PE	Notes
<b>25 May</b>	<b>B-CO: TRI SVC Parade practice</b>	<b>LAB #19</b>
26 May	No Class, Memorial Day	Notes
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29 May	No Class, Memorial Day	Notes
<b>30 May</b>	<b>A-CO &amp; B CO: Lazarus Land Nav (MS III only)</b>	<b>LAB #29</b>



31 May

Peer Evals/Final Exam Review  
**\*\*LDAC Pre Camp Record APFT MS III only**

Class Notes  
**FM 21-20**

**1 Jun**

**No Lab (Land Nav re-test)**

**LAB #29**

2 Jun

FINAL EXAM

11 Jun

Commencement/Commissioning



**DEPARTMENT OF MILITARY SCIENCE**  
The Ohio State University  
**Military Science and Leadership 401**  
Developing Adaptive Leaders  
Autumn Quarter 2005 Syllabus



**INSTRUCTOR:** LTC Todd D Miller,  
Office: 253 Converse Hall, 2<sup>nd</sup> Floor  
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Office Hours: Open Door/appointments preferred  
Email: miller.3925@osu.edu

**COURSE DESCRIPTION:** This course is designed to acquaint the student with Army management systems to include staff organization and functions, training management and military professionalism and ethics. Instruction includes practical exercises using the ethical decision-making process during the planning and execution of training.

**COURSE SCHEDULE:** This is a 4 credit hour course. We will meet every Monday and Wednesday from 0730-0818 in Room 239, Converse Hall and on Fridays, from 0730-0818, in Room 215 for the Cadet Training Meeting ('Applied Leadership' Lab). The lab for this course is held Tuesday (for those involved with C Company) and Thursday (for those involved with A/B Companies) from 0730-0918 at Converse Hall.

**COURSE OBJECTIVES:** At the conclusion of this course, the cadet will have basic familiarization with staff organization and functions, the Army Training Management System and be able to identify leadership issues that affect their conduct as a professional military officer.

**COURSE REQUIREMENTS:** Each MS IV student must:

1. Complete all assigned reading and homework prior to class.
2. Attend all classes, Leadership labs and PT sessions.
3. Participate in the Fall FTX (28-30 Oct 05).
4. Successfully complete the Midterm and Final examinations.
5. Successfully Pass the APFT.
6. Update 104R Academic Plan Worksheet as required.

**LEADERSHIP LAB:** Cadets will plan, prepare and execute training for Basic Course and MS III cadets in a practical session employing military and leadership skills conducted every Tuesday and Thursday from 0730-0918. The objective of leadership lab is to continue your transition from cadet to Second Lieutenant by requiring you to employ supervisory, training, and managerial skills within the cadet battalion. Leadership labs require your participation as a cadet officer in a command, staff or other leadership position within the cadet battalion.

**PHYSICAL FITNESS TRAINING:** You must fully participate in the Battalion PT program three days a week. PT is Monday, Wednesday, and Friday 0630-0730.



**GUEST SPEAKER PROGRAM:** During this quarter there may be speakers who will lecture on various military topics. These lectures will be mandatory for all MS IV students.

**COURSE GRADING:**

<u>Requirement</u>		<u>Points</u>
Participation	40	note #1,2,3
-Leadership Lab		
-Class attendance		
-PT attendance		
-FTX		
Midterm Exam	30	
Final Exam	30	
<u>Total</u>	<u>100</u>	

**Final Grades:**

A	94-100 pts	Notes: #1 - Participation/attendance equal to one letter grade—10%
A-	90.0-93.9	
B+	87.0-89.9	#2 - Each unexcused absence is a 3.0 point deduction.
B	84.0-86.9	
B-	80.0-83.9	#3 - Participation includes attendance and contribution
C+	77.0-79.9	
C	74.0-76.9	
C-	70.0-73.9	
D+	66.0-69.9	
E	0-59.9	

**Principal Text Reference:**

MSL 401, Developmental Leadership, 2005.

Blackboard (Bb)- The Blackboard Course web site, <http://rotc.blackboard.com>, contains MSL course material

**Class Schedule:**

<b>Date</b>	<b>L S N</b>	<b>Subject</b>	<b>Assignment/ Reference</b>	<b>Notes</b>
<b>Week 1</b>				
Sep 20 Tues		MSI Orientation	OPORD	
Sep 21 Wed	1	Intro to Officership	Instructor Notes	
Sep 22 Thurs		A/B Lab #1: RSOI Activities	OPORD 405-01	Whitney
Sep 23 Fri	2	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 2</b>				
Sep 26 Mon	3	Using the Leadership Development Program	Text: 2-10 Bb Lsn 2a	
Sep 27 Tues		C Lab: MS I Intro to D & C * TAC Staff School MSIVs- 0730-0918	OPORD 506-02c	Albers- Lab Tavera -TAC Staff School
Sep 28 Wed	4	How to Conduct an After Action Review	Text: 112-123 Bb Lsn 1b	
Sep 29 Thurs		A/B Lab: Mission Planning/TLP	OPORD 506-02	Donald
Sep 30 Fri	5	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 3</b>				
Oct 3 Mon	6	Staff Roles; Intro to Staff Organization,	FM 101-5; Bb Lsn 1a	
Oct 4 Tues		C Lab: MSI Land Nav Basics	OPORD 506-03c	Domanich
Oct 5 Wed	7	Training Meetings +	Text: 148-163 Bb Lsn 3b	
Oct 6 Thurs		A/B Lab: Mission Planning/OPORD	OPORD 506-03	McBee
Oct 7 Fri	8	PT: BN Activation Ceremony Training Meeting- Applied Leadership	OPORD 506-03a	Instructor assists in class as req
<b>Week 4</b>				
Oct 10 Mon	9	Developing a Physical Fitness Program	Text: 12-29 Bb Lsn 2b	
Oct 11 Tues		C Lab: MSI Weapons Orientation	OPORD TBP	Domanich
Oct 12 Wed	10	Training the Force	Text: 124-147 Bb Lsn 2c	
Oct 13 Thurs		A/B Lab: Land Nav: Map Reading/Intersection/Resection	OPORD TBP	Locke
Oct 14 Fri	11	<i>NO CLASS</i> <i>Bde Ranger Challenge</i>		<i>Ranger Challenge Wknd</i>

Week 5				
Oct 17 Mon	12	Risk Management	Text: 164-171 Bb Lsn 4a	
Oct 18 Tues		C Lab: MSI IMT; Hand & Arm Signals; CAMO Self	OPORD TBP	Domanich
Oct 19 Wed	13	Operation Spartan Assault Brief	OPORD TBP	
Oct 20 Thurs		A/B Lab: Land Nav 3-Pt Course	OPORD TBP	Locke
Oct 21 Fri	14	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Week 6				
Oct 24 Mon	15	Military Decision Making Process	Text: 268-283 Bb Lsn 4b	
Oct 25 Tues		C Lab: FTX PCI	OPORD TBP	Domanich
Oct 26 Wed	16	Mid-Term	All Previous Material	
Oct 27 Thurs		A/B Lab: FTX PCI	OPORD TBP	Locke
Oct 28 Fri	17	Training Meeting- Applied Leadership	Per SOP	<i>FTX Weekend</i>
Week 7				
Oct 31 Mon	18	FTX Recovery/AAR	AAR Notes Text: 112-123 Bb Lsn 1b	
Nov 1 Tues		C Lab: Intro to Tactical Man- Sqd Level	OPORD TBP	Albers
Nov 2 Wed	19	Administrative Discipline & Separation	Text: 190-201 Bb Lsn 8b	
Nov 3 Thurs		A/B Lab: Squad Movement Lane	OPORD TBP	Whitney
Nov 4 Fri	20	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Week 8				
Nov 7 Mon	21	Military Professional Ethics Ethical Decision Making Process	Text: 56-69 Text: 70-79 Bb Lsns 5a & 5b	
Nov 8 Tues		<i>* No C Lab (Rock Ceremony Thur):</i>		
Nov 9 Wed	22	Ethics PE	Previous Notes	
Nov 10 Thurs		<i>* A/B/C Lab: Rock Ceremony (Entire Battalion)</i>	OPORD TBP	Domanich Donald
Nov 11 Fri		<i>Veterans Day No School</i>		

Week 9				
Nov 14 Mon	23	Law of Land Warfare Code of Conduct	Text: 80-93 Text: 94-101 Bb Lsns 6a & 6b	
Nov 15 Tues		C Lab: Squad Patrol Recon	OPORD TBP	Domanich
Nov 16 Wed	24	Rules of Engagement & PE	Text: 104-111 Bb Lsn 7b	
Nov 17 Thurs		A/B Lab: Demo: MTC/RTC	OPORD TBP	Donald
Nov 18 Fri	25	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Week 10				
Nov 21 Mon	26	Uniform Code of Military Justice	Text:172-189 Bb Lsn 8a	
Nov 22 Tues		C Lab: Squad Attack	OPORD TBP	Domanich
Nov 23 Wed	27	Effective Writing for Officers	Text: 30-43 Bb Lsn 7a	
Nov 24 Thurs		<i>Thanksgiving Holiday School Closed</i>		McBee
Nov 25 Fri		<i>Columbus Day Observed School Closed</i>		
Week 11				
Nov 28 Mon	28	Review for Final/MS 402 Preview	All Previous Material	
Nov 29 Tues		<i>No C Lab</i>		
Dec 30 Wed	29	MS 401 Final	All Previous Material	
Dec 1 Thurs		A/B Lab: D&C, Squad Drill Competition	OPORD TBP	McBee
Dec 2 Fri	30	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Week 12				
Dec 5-9		University Finals Week No Class		



**DEPARTMENT OF MILITARY SCIENCE**  
**The Ohio State University**  
**Military Science and Leadership 402**  
**Developing Adaptive Leaders in a Complex World**  
**Winter Quarter 2006 Syllabus**



**INSTRUCTOR:** LTC Todd D Miller, (Assisted by MSG Abel Tavera)  
Office: 253 Converse Hall, 2<sup>nd</sup> Floor  
Phone: Office 614-292-6075, Home Phone (740) 549-4132  
Office Hours: Open Door/appointments preferred  
Email: miller.3925@osu.edu

**COURSE DESCRIPTION:** This course explores the dynamics of leading in the complex situations of current military operations in the contemporary operating environment (COE). Cadets will study our customs and courtesies, cultural awareness, force protection in the COE, in the face of international terrorism. Cadets will also learn the Army Evaluation and Reporting systems, as well as, some 'pointers' on managing their careers. They will also explore Army Modularity and the force structure of Brigade Combat Teams (BCTs), Stryker, and Unit of Action organizations in our Army. Instruction includes a Battle Analysis Case Study, selected case studies, and scenarios that continue to ask the question: "What now LT?"

This course continues to prepare cadets for their first assignment and the demands of leading as commissioned officers in the United States Army.

**COURSE SCHEDULE:** This is a 4 credit hour course. We will meet every Monday and Wednesday from 0730-0818 in Room 239, Converse Hall and on Fridays, from 0730-0818, in Room 215 for the Cadet Training Meeting ('Applied Leadership' Lab). The lab for this course is held Tuesday (A Company) and Thursday (B Company) from 0730-0918 at Converse Hall.

**COURSE OBJECTIVES:** At the conclusion of this course, the cadet will:

- Apply Army leadership dimensions as cadet battalion adaptive leaders
- Mentor the personal development of other cadets
- Have a basic understanding of the Army Reporting and Evaluation systems
- Understand Army customs and courtesies
- Relate cultural awareness, terrorism, and operational security to Army Operations
- Explain the force structure of the modern Army units
- Learn how to apply force protection measures
- Write and present an analysis of a historical battle
- Direct and evaluate leaders of squad and platoon tactical operations (labs)
- Continue to identify leadership issues that affect their conduct as a professional military officer

**COURSE REQUIREMENTS:** Each MS IV student must:

1. Complete all assigned reading and homework prior to class.
2. Attend all classes, Leadership labs and PT sessions.
3. Participate in the Military Ball (18 Feb 06).
4. Successfully complete the Midterm and Final examinations.
5. Successfully Pass the APFT.
6. Update 104R Academic Plan Worksheet as required.

**LEADERSHIP LAB:** Cadets will plan, prepare and execute training for Basic Course and MS III cadets in a practical session employing military and leadership skills conducted every Tuesday and Thursday from 0730-0918. The objective of leadership lab is to continue your transition from cadet to Second Lieutenant by requiring you to employ supervisory, training, and managerial skills within the cadet battalion. Leadership labs require your participation as a cadet officer in a command, staff or other leadership position within the cadet battalion.

**PHYSICAL FITNESS TRAINING:** You must fully participate in the Battalion PT program three days a week. PT is Monday, Wednesday, and Friday 0630-0730.

**GUEST SPEAKER PROGRAM:** During this quarter, there may be speakers who will lecture on various military topics. These lectures will be mandatory for all MS IV students.

**COURSE GRADING:**

<u>Requirement</u>		<u>Points</u>
Participation	40	note #1,2,3
- Leadership Lab		
- Class attendance		
- PT attendance		
- <b>Leadership Position</b>		
Midterm Exam	30	
<u>Final Exam</u>	<u>30</u>	
Total	100	

**Final Grades:**

A	94-100 pts	Notes: #1 - Participation/attendance equal to one letter grade—10% #2 - Each unexcused absence is a 3.0 point deduction. #3 - <b>Participation includes attendance and contribution</b>
A-	90.0-93.9	
B+	87.0-89.9	
B	84.0-86.9	
B-	80.0-83.9	
C+	77.0-79.9	
C	74.0-76.9	
C-	70.0-73.9	
D+	66.0-69.9	
E	0-59.9	

**Principal Text Reference:**

Developmental Leadership MSL IV, 2005. CC MSL 402 Text TBP NLT 28 Feb 06.

Blackboard (Bb)- The Blackboard Course web site, <http://rotc.blackboard.com>

**Class Schedule:**

Date	L S N	Subject	Assignment/ Reference	Notes
<b>Week 1</b>				
Jan 3 Tue		A Lab: RSOI	OPORD	Whitney
Jan 4 Wed	1	Intro to MS 402; Admin; Post for Service; Intro to Counseling	Text: 202- 211 Bb Lsn 9a	Post for Service Memo
Jan 5 Thurs		B Lab: RSOI	OPORD	Whitney
Jan 6 Fri	2	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 2</b>				
Jan 9 Mon	3	Counseling II	Text: 212-225 Bb Lsn 9b	
Jan 10 Tues		A Lab: Preliminary Marksmanship Instruction	OPORD	Albers
Jan 11 Wed	4	NCO Evaluation Report Process	Text: 226-241 Bb Lsn 10a	
Jan 12 Thurs		B Lab: Preliminary Marksmanship Instruction	OPORD	Albers
Jan 13 Fri	5	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 3</b>				
Jan 16 Mon	6	NCO Evaluation Report Process II	Text: 226-241 Bb Lsn 10b	
Jan 17 Tues		A Lab: BRM (A1) FLRC (A2) Fire Support Tng (B MS IIIs)	OPORD	Tavera
Jan 18 Wed	7	Officer Evaluation Report Process	Text: 242-259 Bb Lsn 11a	
Jan 19 Thurs		B Lab: BRM (B1) FLRC (B2) Fire Support Tng (A MS IIIs)	OPORD	Tavera
Jan 20 Fri	8	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 4</b>				
Jan 23 Mon	9	Officer Evaluation Report Process II	Text: 242-259 Bb Lsn 11b	
Jan 24 Tues		A Lab: BRM (A2) FLRC (A1)	OPORD TBP	Albers
Jan 25 Wed	10	Career Management	Text: 260-267 Bb Lsn 12a	
Jan 26 Thurs		B Lab: BRM (B2) FLRC (B1)	OPORD TBP	Albers

Jan 27 Fri	11	Training Meeting- Applied Leadership w/ * USAA Financial Readiness Class	Per SOP USA Rep Notes	Instructor assists in class as req
<b>Week 5</b>				
Jan 30 Mon	12	Combat Stress Management	Text: 44-55 Bb Lsn 12b	
Jan 31 Tues		A Lab: Knock Out a Bunker (Demo and Practical Exercise)	OPORD TBP	Whitney
Feb 1 Wed	13	Mid-Term Exam	All previous material	
Feb 2 Thurs		B Lab: Knock Out a Bunker (Demo and Practical Exercise)	OPORD TBP	Whitney
Feb 3 Fri	14	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 6</b>				
Feb 6 Mon	15	Army Customs & Courtesies	<i>Text: TBP</i> <i>Bb Lsn 1b (402)</i>	
Feb 7 Tues		A Lab: Squad Ambush (Demo and Practical Exercise)	OPORD TBP	Donald
Feb 8 Wed	16	Cultural Awareness	<i>Text: TBP</i> <i>Bb Lsn 3a (402)</i>	
Feb 9 Thurs		B Lab: Squad Ambush (Demo and Practical Exercise)	OPORD TBP	Donald
Feb 10 Fri	17	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
<b>Week 7</b>				
Feb 13 Mon	18	Force Protection in the COE	<i>Text: TBP</i> <i>Bb Lsn 4a (402)</i>	
Feb 14 Tues		A Lab: Squad Recon (Demo and Practical Exercise)	OPORD TBP	Whitney
Feb 15 Wed	19	Culture of Terrorism	<i>Text: TBP</i> <i>Bb Lsn 3b (402)</i>	
Feb 16 Thurs		B Lab: Squad Recon (Demo and Practical Exercise)	OPORD TBP	Whitney
Feb 17 Fri	20	Training Meeting- Applied Leadership * Mil Ball- Sat, 18 Feb	Per SOP Mil Ball OPORD	Instructor assists in class as req
<b>Week 8</b>				
Feb 20 Mon	21	Army Modularity	<i>Text: TBP</i> <i>Bb Lsn 2a (402)</i>	
Feb 21 Tues		A Lab: MTC (Demo and Practical Exercise)	OPORD TBP	Locke
Feb 22 Wed	22	Unit of Action; BCT; Stryker	<i>Text: TBP</i> <i>Bb Lsn 2b (402)</i>	
Feb 23 Thurs		B Lab: MTC (Demo and Practical Exercise)	OPORD TBP	Locke
Feb 24 Fri	23	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req



Week 9				
Feb 27 Mon	24	Battle Analysis Case Study	Text; TBP Hand Out Bb Lsns 10a (402)	
Feb 28 Tues		A Lab: Swim Test	OPORD TBP	Domanich
Mar 1 Wed	25	Battle Analysis Case Study	Text; TBP Hand Out Bb Lsns 10a (402)	
Mar 2 Thurs		B Lab: Swim Test	OPORD TBP	Domanich
Mar 3 Fri	26	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Week 10				
Mar 6 Mon	27	'Band of Brothers' Practical Exercise	Hand Out	
Mar 7 Tues		A Lab: Squad STX (A1-Recon @ WC; A2- Ambush @ TP)	OPORD TBP	Whitney
Mar 8 Wed	28	Final Exam	All previous material	
Mar 9 Thurs		B Lab: Squad STX (A1-Recon @ WC; A2- Ambush @ TP) * COL Kingseed's Dick Winters' Memoirs	OPORD TBP	Whitney
Mar 10 Fri	29	Training Meeting- Applied Leadership	Per SOP	Instructor assists in class as req
Mar 13- 17		University Finals Week No Class		



DEPARTMENT OF MILITARY SCIENCE  
The Ohio State University  
Military Science and Leadership 403  
Preparing for the First Experience  
Spring Quarter 2006 Syllabus



**INSTRUCTOR:**

LTC Todd D Miller, (Assisted by MSG Abel Tavera)  
Office: 253 Converse Hall, 2<sup>nd</sup> Floor  
Phone: Office 614-292-6075, Home Phone (740) 549-4132  
Office Hours: Open Door/appointments preferred, not required  
Email: miller.3925@osu.edu

**COURSE DESCRIPTION:** The study of military leadership and contemporary military subjects that will prepare the student to perform the duties of a commissioned officer. This course focuses on final preparation for commissioning. In addition to military skills, cadets receive a continuation of leadership exercises to synthesize and integrate the principles of leadership previously learned in the Basic Course. By the end of this course the cadet will have confidence in their abilities to lead, make decisions and motivate subordinates within their organization. Completion of the Advanced Course prepares the cadet for the physical, emotional and intellectual challenges of leadership in a Modular Army that is transforming 'on the move'.

**COURSE SCHEDULE:** This is a 4 credit hour course. We will meet every Monday and Wednesday from 0730-0818 in Room 239, Converse Hall and on Fridays, from 0730-0818, in Room 215 for the Cadet Training Meeting ('Applied Leadership' Lab). The lab for this course is held Tuesday (A Company) and Thursday (B Company) from 0730-0918 at Converse Hall.

**COURSE OBJECTIVES:** This is the final course in the transition of the cadet to an adaptive Second Lieutenant. At the conclusion of this course the cadet will have confidence in their abilities to lead, make decisions and motivate subordinates within their organization.

**ROTC Leadership End State:**

Embody All Dimensions of the Army Leadership Framework  
Make Sound and Timely Decisions  
Develop and Motivate Subordinates, Teams, and Units  
Derive Lessons Learned from Military History and Apply Insights to the COE  
Analyze, Manage, and Adapt to Change in Complex Environments

**COURSE REQUIREMENTS:** Each MS IV student must:

1. Complete all assigned reading and homework prior to class.
2. Attend all classes, leadership labs and PT sessions.
3. Participate in the Spring FTX
4. Successfully complete the midterm and final examinations.
5. Successfully pass the APFT.
6. Successfully complete writing requirements
7. Complete/Update 104 R Academic Plan Worksheet before the end of week 3 unless graduating in June 04.

## **LEARNING OBJECTIVES:**

### ***Enforcing Army Customs & Courtesies***

Following this lesson and completion of assignments, cadets will be able to:

- Explain Army customs and courtesies
- Discuss Army etiquette and protocol
- Identify taboos in Army culture

### ***Platoon Command Team***

Following this lesson and completion of assignments, cadets will be able to:

- Describe duties, responsibilities, and authority of Officers, Warrant Officers, Non-Commissioned Officers and DA Civilians
- Identify platoon leader duties and responsibilities
- Identify platoon sergeant duties and responsibilities
- Determine the actions one must take upon arrival at the new assignment
- Determine the actions one must take in preparation for taking charge of a platoon

### ***Personnel Actions***

Following this lesson and completion of assignments, cadets will be able to:

- Describe the Lieutenant's role in Personnel Actions
- Explain Army leave and pass policies
- Describe the Army award and decoration process
- Explain the various Personnel Actions and their purpose
- Describe Suspension of Favorable Actions (Flags)

### ***Financial Management***

Following this lesson and completion of assignments, cadets will be able

- Locate and determine pay using the current active and reserve pay chart
- Locate and explain the components of an LES to include pay, allowances and deductions
- Explain the Thrift Savings Plan, SGLI, and additional government or government sponsored programs
- Identify the DOD agency in which to seek information regarding pay --DFAS (web site <http://www.dod.mil/dfas/> )
- Explain terms and conditions for official government travel

### ***Battle Analysis Case Study***

Following this lesson and completion of assignments, cadets will be able to:

- Analyze an historical battle
- Apply the Principles of War
- Discuss the application of principles to a specific battle

### ***Improper Relationships***

Following this lesson and completion of assignments, cadets will be able to:

- Understand the Army Command Policy on improper relationships
- Recognize interpersonal behavior that violates Army policy on Fraternization
- Identify impact of improper relationships on unit cohesiveness
- Identify references that govern Army Policy on Fraternization and Homosexual conduct
- Understand three key "article based facts" which constitute a basis for discharge within Army policy on Homosexual conduct

### ***Basic Officer Leader Course II & III Orientation***

Following this lesson and completion of assignments, cadets will be able to:

- Explain BOLC II requirements and expectations
- Explain BOLC III requirements and expectations

### ***Senior NCO Forum***

Following this lesson and completion of assignments, cadets will be able to:

- Explain the role of NCOs in the Army

- Explain how NCOs and Junior Officers interact within Units

- Describe ways to establish effective lines of communication between NCOs and Junior Officers

### ***Alumni Officer Forum***

Following this lesson and completion of assignments, cadets will be able to:

- Describe various duties of a Junior Officer

- Describe various responsibilities of a Junior Officer

- Describe ways to establish a strong working relationship with peers, subordinates and superiors

### ***Supply Maintenance***

Following this lesson and completion of assignments, cadets will be able to:

- Identify the classes of supply

- Describe the types of property

- Explain the different kinds of property records

- Explain the levels of responsibility for accounting for supplies and equipment

- Explain the Army Maintenance Standard

- Describe the Two Levels of Maintenance

### ***Installation Support Services for Soldiers & Dependent***

Following this lesson and completion of assignments, cadets will be able to:

- Explain methods to assist soldiers and families facing specific issues

- Identify various support agencies provided by the Army and civilian sectors

- Explain platoon leader responsibilities to Soldiers and their families with regard to service support

- Describe why it is important to assist Soldiers and families

**LEADERSHIP LAB:** Cadets will plan, prepare and execute training for Basic Course and MS III cadets in a practical session employing military and leadership skills conducted every Tuesday and Thursday from 0730-0918. The objective of leadership lab is to continue your transition from cadet to Second Lieutenant by requiring you to employ supervisory, training, and managerial skills within the cadet battalion. Leadership labs require your participation as a cadet officer in a command, staff or other leadership position within the cadet battalion.

**PHYSICAL FITNESS TRAINING:** You must fully participate in the Battalion PT program three days a week. PT is Monday, Wednesday, and Friday 0630-0730.

**GUEST SPEAKER PROGRAM:** During this quarter, there may be speakers who will lecture on various military topics. These lectures will be mandatory for all MS IV students.

**COURSE GRADING:**

<u>Requirement</u>	<u>Points</u>
Participation	40 note #1,2,3
- Leadership Lab	
- Class attendance (TI FTX)	
- PT attendance	
- <b>Leadership Position</b>	
Midterm Exam	30
<u>Final Exam</u>	<u>30</u>
Total	100

**Final Grades:**

A	94-100 pts	Notes: #1 - Participation/attendance equal to one letter grade—10%
A-	90.0-93.9	
B+	87.0-89.9	#2 - Each unexcused absence is a 3.0 point deduction.
B	84.0-86.9	
B-	80.0-83.9	#3 - <b>Participation includes attendance and contribution</b>
C+	77.0-79.9	
C	74.0-76.9	
C-	70.0-73.9	
D+	66.0-69.9	
E	0-59.9	

**Principal Text Reference:**

\* Developmental Leadership MSL IV, 2005.

*New' 402 textbook files are posted to Blackboard. 'New' Textbooks Should Arrive on Campus 1-5 May 06.*

\* Blackboard (Bb)- The Blackboard Course web site, <http://rotc.blackboard.com> OR 'Cadet Share'

\* Spring Lab Schedule attached

**Class Schedule:**

Date	Class	Text/Reference	Notes
MAR 27 MON	Course Introduction / Overview/ MS 402 Lessons Learned	Course Syllabus, Notes/ Current events	
MAR 28 TUE	A Lab	FM 7-8; OPORD	
MAR 29 WED	Customs & Courtesies	Text; Bb MSL402 Lsn 1b	
MAR 30 THUR	B Lab	FM 7-8; OPORD	
MAR 31 FRI	Camp Atterbury FTX OPORD Briefing	OPORD	MAJ Donald
APR 3 MON	POSH	Text; Bb MSL402 Lsns 5a & 5b	
APR 4 TUE	A & B Lab/FTX PCIs	FM 7-8; OPORD	
APR 5 WED	Improper Relationships & Behavior	Text; Bb MSL402 Lsn 7a	
APR 6 THUR	Depart for Atterbury (No B Lab)	FM 7-8, OPORD	MSG Tavera
APR 7-9 FRI-SUN	<b>Camp Atterbury FTX</b>	FM 7-8; OPORD	Buckeye Battalion
APR 10 MON	Camp Atterbury FTX AAR	Lessons Learned	Cadet Staff Led
APR 11 TUE	A Lab	FM 7-8; OPORD	
APR 12 WED	Platoon Command Team	Text; Bb MSL402 Lsn 6a	
APR 13 THUR	B Lab	FM 7-8, OPORD	
APR 14 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald
APR 17 MON	Supply & Maintenance	Text; Bb MSL402 Lsn11b	
APR 18	A Lab	FM 7-8; OPORD	

TUE			
APR 19 WED	Senior NCO Forum	Text; Bb MSL402 Lsn 6b	MSG Tavera
APR 20 THUR	B Lab	FM 7-8, OPORD	
APR 21 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald
APR 24 MON	Installation Support Services Life on Post	Text; Bb MSL402 Lsn 12b	
APR 25 TUE	A Lab	OPORD	
APR 26 WED	<b>Mid Term Exam</b>	Previous Lessons	
APR 27 THUR	B Lab	OPORD	
APR 28 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald
MAY 1 MON	ARTEPs	Instructor Notes/ARTEP Manual	
MAY 2 TUE	A Lab	OPORD	
MAY 3 WED	'Jointness'	COL Huhn & CAPT Walston	
MAY 4 THUR	B Lab	OPORD	
MAY 5 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald
MAY 8 MON	Current Operations Update	Instructor Notes	
MAY 9 TUE	A Lab	OPORD	
MAY 10 WED	Case Study/ Battle Analysis	Text; Bb MSL402 Lsn 4b	
MAY 11 THUR	B Lab	OPORD	
May 12 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald

MAY 15 MON	Unit Cycle Systems	Instructor Notes	
MAY 16 TUE	A Lab	OPORD	
MAY 17 WED	Alumni Forum	Text; Bb MSL402 Lsn 12a	
MAY 18 THUR	<b>Spring Awards Ceremony AROTC Hall of Fame Dinner</b>	FM 22-5	
May 19 FRI	<b>Senior Breakfast (No Class)</b> Tri Service Picnic		
MAY 22 MON	Personnel Actions/Financial Mgmt <b>Battalion Safety Day</b>	Text; Bb MSL402 Lsn 11c	
MAY 23 TUE	A Lab	OPORD	
MAY 24 WED	BOLC II & III	Text; Bb MSL402 Lsn 9a	
MAY 25 THUR	<b>Tri Service Parade (No Lab)</b>	FM 22-5	MSG Albers MSG Tavera
MAY 26 FRI	Applied Leadership Lab	Cadet Training Meeting	MAJ Donald
MAY 29 MON	<b>**Memorial Day (No Class)</b>		
MAY 30 TUE	A Lab	OPORD	
MAY 31 WED	<b>Final Exam</b>	Previous Lessons	
JUN 1 THUR	B Lab	OPORD	
Jun 2 FRI	<b>Tri-Service Olympics</b> Prep for Commissioning	Tri Service Agreement	MSG Tavera

\* **Note**- See attached Spring Lab Schedule