# Instructor

CPT David R. Endter

Assistant Professor of Military Science

Email: [dendter@sbu.edu](mailto:dendter@sbu.edu), [david.r.endter.mil@mail.mil](mailto:david.r.endter.mil@mail.mil)

Office Phone: 716-375-2571

**ROTC Advanced Course**

MSL 301 focuses on training management and the warfighting functions. It is an academically challenging course were you will study, practice, and apply the fundamentals of Training Management and how the Army operates through the Warfighting functions. At the conclusion of this course, you will be capable of planning, preparing, and executing training for a squad conducting small unit tactics. Includes a lab per week using peer facilitation overseen by MSL IVs, supervised by ROTC Cadre.

**Structure:**

The Advanced Course is an academically rigorous two-year college program comprised of four college courses, Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for Advance Camp. This course has specific learning objectives for the four Army Learning Areas (ALA) listed below.

The SROTC Course Outcomes are derived from the four Army Learning Areas and General Learning Outcomes (GLO), as established by the Army Learning Coordination Council. These outcomes are 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 ALAs and General Learning Outcomes are:

1. The Army Leadership and Profession

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

1. Mission Command

* Demonstrate proficiency in mission command philosophy
* Demonstrate proficiency in Mission Command Leader and Commander Tasks
* Demonstrate proficiency in mission command staff tasks
* Demonstrate proficiency in mission command systems

1. Human Dimension

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

4. Professional Competence

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

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student’s understanding of the course content, ensuring students comprehend the learning objectives and are retaining the lesson content.

# Course Description

MSL301 *Training Management and the Warfighting Functions*, is an academically challenging course were you will study, practice, and apply the fundamentals of Army Leadership, the Profession, Army Values and Ethics, Personal Development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Field Training Exercise (FTX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you in to a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation System (COER). Successful completion of this course will help prepare you for the SROTC Advanced Camp, which you will attend in the summer at Fort Knox, KY.

**Course Design**

This course was designed to be student-centric placing the onus of learning on the student, but 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 the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructors can spend more time sharing their 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.

**MSL 301 Course Requirements**

**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.

**Skills Presentation** (Branch Information Brief)

Briefing Skills: Present a five minute information brief on a topic selected by the student and approved by the instructor. (See **Branch Information Briefing** below for additional information)

## **Quizzes**

Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

**Mid-Term Exam**

The mid-term exam will be given in the form of a writing assignment to assess the knowledge achieved during the first half of the semester (see Lesson MSL301L07 – MSL301 Midterm Student Handout (Essay Assignment).

**Book Review**

***Emotional Intelligence 2.0***, by Travis Bradberry and Jean Greaves, is a MSL 301 book review assignment, due at the end of the 301 Semester (see MSL301L07 Army Pubs, Online Resources, and Professional Reading SH3.docx for assignment and additional download instructions). The audio book is free through Books 24-7, or book stipend money can be used to purchase the book. Link to audio book is listed below. Cadet must have a CAC to access to AKO to use the link.

<https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action>

**Final Exam**

A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester.

**APFT\***

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 APFT at the beginning of the spring semester and a for-record APFT at the end of the semester.

**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.*

**Branch Information Briefing**

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific Army branch to research and present an Information brief. This brief will follow the format contained in FM 6-0, *Commanders and Staff Organization and Operations,* w/Ch2, 22 April 2016, Chapter 7, Military Briefings.

The instructor should ensure that all branches are represented before assigning duplicates.

**NOTE:** *Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements.*

## **Peer Evaluations**

1. Reflecting on your own experiences during this course, write a three to five page essay, (typed and double-spaced) describing the relationship between the Orders Process and the Troop Leading Procedures.

2. Reflecting on your own experiences during this course, write a three to five page essay, (typed and double-spaced) comparing and contrasting the offense with the defense using at least two characteristics from each.

3. Reflecting on the feedback you received from any peer evaluations and counseling, write a three to five page personal development plan that you can implement during your spring semester, MSL 302 course. Your paper will outline your plan to sustain your excellent ratings and what actions you will take or implement to improve your satisfactory and needs improvement ratings you received.

4. Write a 5-paragraph OPORD based on an OPORD from higher provided by the cadre.

**Term Project**

Maintain a weekly Reflective Journal to turn in at the end of the semester for review and grading by the instructor. Entries should reflect on the good or bad leader attributes and core competencies that you have observed of others each week. Your reflections can be on anyone on or off campus and for any team, class, event or activity that you participated in that week. Comparing and contrasting leader attributes and core competencies of different people, events and organizations are encouraged.

**Reading**

* Student readings are attached to each of the Lesson Plans and will be provided electronically by the Cadre.
* Selected readings available online at: <http://www.apd.army.mil/>

# Evaluation and Grading

Class Participation**\*** 60%

Mid-Term Exam (Essay) 10%

Leadership Essay 10%

Skills Presentation 10%

Final Exam 10%

**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.*

The following grading scale will be used based on 100 points possible.

90-100 A

80-89 B

70-79 C

Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in 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 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 MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

# Uniforms and Appearance

You are expected to wear ACUs (Army Combat Uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

# Collaboration

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

**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, 6 November 2014, Chapter 5, paragraph 5-6.

**Inappropriate Relationships**

* Per Army Directive 2016-17 (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 a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

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

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

# 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.

**Reserve Officers Training Corps (ROTC) Cadet SHARP Training Program (STP)**

The Reserve Officers Training Corps (ROTC) Cadet SHARP Training Program (STP) is designed to provide SHARP training using Web-based instruction with the primary focus on Contract Cadets.

* SROTC Cadet **(Male)** SHARP Training Course/SROTC Cadet **(Female)** SHARP Training Course **(MSL III-IV):** Is designed for contract Cadets moving into the advance course.

**NOTE:** Contracted MSL II Cadets and non-contract students may take the SROTC Cadet SHARP Training Course, at the discretion of the instructor.

**NOTE:** Although the content is the same, in order to capture the demographic numbers, Cadets need to select the appropriate MALE or FEMALE course title.

* ASROTC Cadet SHARP Training Course **(MSL IV ONLY):** Is designed for MSL IV Cadets in the advance course preparing to commission and going to first unit of assignment.

# On-line Conduct

* As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values, applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.
* Any type of online misconduct such as: harassment; bullying; hazing; stalking; discrimination; or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action.
* It is every individuals’ (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader’s responsibility to enforce those laws and regulations pertaining to Online Conduct.
* For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

# Special Needs

The American with Disabilities Act of 1990 requires universities to provide a reasonable accommodation to any individual who advises us of a disability. If you have a limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

# Office Hours and Appointments

Office Hours are Monday through Friday, 0900-1700. Appointments can be made for any meeting requested outside of this timeframe.

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.

**Course Publications**

|  |  |  |  |
| --- | --- | --- | --- |
| **Number** | **Title** | **Date** | **Additional Information** |
| ADP 1 | The Army | 17 Sep 2012 | w/ch2, 6 Aug 2013 |
| ADP 2-0 | Intelligence | 31 Aug 2012 |  |
| ADP 3-0 | Operations | 06 Oct 2017 |  |
| ADP 3-07 | Stability | 31 Aug 2012 | w/ch1, 15 Feb 2013 |
| ADP 3-09 | Fires | 31 Aug 2012 |  |
| ADP 3-28 | Defense Support of Civil Authorities | 26 Jul 2012 |  |
| ADP 3-37 | Protection | 31 Aug 2012 | w/ch1, Feb 2013 |
| ADP 3-90 | Offense and Defense | 31 Aug 2012 |  |
| ADP 4-0 | Sustainment | 31 July 2012 |  |
| ADP 5-0 | The Operations Process | 17 May 2012 |  |
| ADP 6-0 | Mission Command | 17 May 2012 | w/ch2, 12 Mar 2014 |
| ADP 6-22 | Army Leadership | 1 Aug 2012 | w/ch1, 10 Sep 2012 |
| ADP 7-0 | Training Units and Leaders | 23 Aug 2012 |  |
|  |  |  |  |
| ADRP 1 | The Army Profession | 14 Jun 2015 |  |
| ADRP 1-02 | Operational Terms and Military Symbols | 16 Nov 2016 |  |
| ADRP 2-0 | Intelligence | 31 Aug 2012 |  |
| ADRP 3-0 | Operations | 06 Oct 2017 |  |
| ADRP 3-07 | Stability | 31 Aug 2012 | w/ch1, 25 Feb 2013 |
| ADRP 3-09 | Fires | 31 Aug 2012 | w/ch1, 8 Feb 2013 |
| ADRP 3-28 | Defense Support of Civil Authorities | 14 Jun 2013 |  |
| ADRP 3-37 | Protection | 31 Aug 2012 | w/ch1, 28 Feb 2013 |
| ADRP 3-90 | Offense and Defense | 31 Aug 2012 |  |
| ADRP 4-0 | Sustainment | 31 July 2012 |  |
| ADRP 5-0 | The Operations Process | 17 May 2012 |  |
| ADRP 6-0 | Mission Command | 17 May 2012 | w/ch2, Mar 14 |
| ADRP 6-22 | Army Leadership | 1 Aug 2012 | w/ch1, Sep 12 |
| ADRP 7-0 | Training Units and Leaders | 23 Aug 2012 |  |
|  |  |  |  |
| ATP 3-09.30 | Observed Fires | 28 Sep 2017 |  |
| ATP 3-21.8 | Infantry Platoon and Squad | April 2016 | w/ch1, Aug 16 |
| ATP 5-0.1 | Army Design Methodology | 01 Jul 2015 |  |
| ATP 5-19 | Risk Management | 14 Apr 2014 | w/ch1, Sep 14 |
| ATP 6-22.1 | Counseling Process | 01 July 2014 |  |
|  |  |  |  |
| FM 2-0 | Intelligence | 15 Apr 2014 |  |
| FM 3-05.70 | Survival | 17 May 2002 |  |
| FM 6-0 | Commanders and Staff Organization and Operations | 05 May 2014 | w/ch2, Apr 16 |
| FM 6-22 | Leader Development | 30 Jun 2015 |  |
| FM 7-0 | Train to Win in a Complex World | 05 Oct 2016 |  |
| FM 7-22 | Army Physical Readiness Training | 26 Oct 2012 | w/ch1, May 13 |
| FM 27-10 | Law of Land Warfare | 18 July 1956 | w/ch1, July 76 |
|  |  |  |  |
| CALL 07-19 | Base Defense | Mar 07 |  |
|  |  |  |  |
| JP 3-0 | Joint Operations | 17 Jan 2017 |  |
| JP 3-07 | Stability Operations | 03 Aug 2016 |  |
| JP 5-0 | Joint Operation Planning | 16 Jun 2017 |  |
|  |  |  |  |
| STP 21-1 SMCT | Warrior Skills Level 1 | 28 Sep 2017 |  |
| STP 21-24 SMCT | Warrior Leaders Skills Level 2, 3, and 4 | 09 Sep 2008 |  |
|  |  |  |  |
| TC 3-21.5 | Drill and Ceremony | 20 Jan 2012 |  |
| TC 3-25.26 | Map Reading and Land Navigation | 15 Nov 2013 |  |
|  |  |  |  |
| AR 25-50 | Preparing and Managing Correspondence | 17 May 2013 |  |
| AR 600-20 | Command Policy | 6 Nov 2014 |  |
| AR 623-3 | Evaluation Reporting System | 04 Nov 2015 |  |
| AR 670-1 | Wear and Appearance of Uniforms and Insignia | 25 May 2017 |  |
|  |  |  |  |
|  | Unit Training Management | Dec 2013 | ATN |
|  | Tutorial: Getting your Unit METL |  | ATN |
|  |  |  |  |
| DA Pam 623-3 | Evaluation Reporting System | 10 Nov 2015 |  |
| DA PAM 600-3 | Officer Professional Development and Career Management | 26 Jun 2017 |  |
| DA PAM 600-4 | AMEDD Officer Development and Career Management | 27 Jun 2007 |  |
|  |  |  |  |
| CCR 145-3 | ROTC Precommisioning Training and Leadership Development | 20 Sep 2011 | USACC Sharepoint |

**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](https://atiam.train.army.mil/catalog/#/dashboard)
* **Army Publication Division** (APD) <http://www.apd.army.mil/>
* **Joint Electronic Library** (JEL) <http://www.jcs.mil/Doctrine/Joint-Doctine-Pubs/>
* **Milsuite**- <https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
* **ROTC Blackboard** (Bb) <https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_10334_1&content_id=_878461_1>

**Further Reading Publications:**

Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row Publishers.

Bennis, W. G. (2003). On becoming a leader. New York: Basic Books.

Bennis, W. G., & Thomas, R. J. (2002). Geeks & Geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School Press.

Bradberry, Travis and Greaves, Jean (2009). Emotional Intelligence 2.0. San Diego, CA: TalentSmart, Inc.

Burns, J. M. (1978). Leadership. New York: Harper & Row Publishers.

Gardner, J. W. (1990). On leadership. New York: The Free Press.

Goleman, Daniel (2011). Leadership: The Power of Emotional Intelligence. Northampton, MA: More Than Sound, LLC.

Headquarters, Department of the Army, Field Manual 6-22 (2015). Army leadership. Washington, D.C.: U.S. Government Printing Office.

Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.

Sinek, Simon (2009). Start with Why, Penguin Group (USA) Inc., 375 Hudson Street, New York, New York 10014.

Wong, L. (2004). Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom. Carlisle Barracks, PA: Strategic Studies Institute.

Wong, L. (2002). Stifling innovation: Developing tomorrow’s leaders today. Carlisle Barracks, PA: Strategic Studies Institute.

**NOTE:** This is a very general list. Cadre members are encouraged to contribute references they believe to be beneficial. For a more complete listing of leadership references see Human Dimensions of Strategic Leadership, published by the U.S. Army War College Library (December, 2002) or The U. S. Army Chief of Staff’s Professional Reading List, United States Army Center for Military History (CMH Pub 105-5-1).