



SYLLABUS
Adaptive Leadership
MISC 4010 & 4015
FALL 2013



Principal Instructor: LTC Michael R. Binetti, Room 110, 530 McCormick Rd, Office (434)-924-6543, Cell (804)-898-0066, e-mail: Binetti@virginia.edu; Office Hours 0900 to 1700.

- a. Class Scheduled Tuesdays from 0730-0930 in the Cadet Center or 1530 -1730 in Cauthen House Rm 134. Uniform: ACUs. Last Class of each month in ASUs.(Class Bs unless otherwise directed)
- b. Leadership Lab meets every Thursday from 1530-1730. Uniform-ACUs w/Required Equipment.
- c. Cadet Training Meeting – Monday 0730-0900 in the Cadet Center.
- d. Physical Training conducted on Tuesdays 0630-0730. EPT as required.
- e. Army Physical Fitness Tests (APFT's) – MS IVs 2 x Semester
- f. One Field Training Exercise (FTX) will be conducted during each semester. Attendance is mandatory for all contracted cadets.
- g. Group work outside of class is required IAW curriculum published in digital textbooks and this syllabus.
- h. Classroom Preparation time is estimated at one hour per week for each hour of class/lab.

COURSE DESCRIPTION.

MISC 4010 transitions the focus of student learning from being trained, mentored and evaluated as an MSL III Cadet to learning how to train, mentor and evaluate underclass Cadets. MSL IV Cadets learn the duties and responsibilities of an Army staff officer and apply the Military Decision Making Process, Army Writing Style, and the Army's Training Management and METL Development processes during weekly Training Meetings to plan, execute and assess battalion training events. Cadets learn to safely conduct training by understanding and employing the Composite Risk Management Process. Cadets learn how to use the Comprehensive Soldier Fitness (CSF) program to reduce and manage stress.

My theme this semester is ***beginning the transition from Cadet to Lieutenant***. We'll begin with the fundamental execution of the chain of command and the training management system. We'll then address some of the tougher concepts of our profession and the challenges we are currently facing in our operational force. As we head into the final third of the semester we'll talk about the OER/NCOER system, UCMJ, and administrative discipline.

We will develop opportunities both in and out of scheduled class times to have alumni, senior military leaders and local leaders talk with our Cadets and provide additional perspectives on the topics presented in class and affecting our military. As future Officers we need a well rounded perspective about life to face current and future challenges in the Army and beyond. Leaders in our Army yearn for an ability to understand culture, geography, business, colors of money, negotiation, law enforcement, politics, etc.

ONLINE LEARNING:

MISC Textbook is online at <http://www.rotcebooks.net/> Use the Case Sensitive Password: **MOH1LTBurke**

-Register for an Army Knowledge Online (AKO) Account at <https://www.us.army.mil> by the end of the first week of class.

-Register for a Platoon Leader Forum account at <https://www.milsuite.mil/book/community/spaces/apf/bolc>

-I will use the UVA Collab Site to post the syllabus, readings and other information about the course.

COURSE PURPOSE & MS IV GOALS:

- a. To prepare Advanced Program cadets to be successful Lieutenants in any component of the Regular Army, Army Reserve or National Guard.
- b. To continue the development of oral and written communications skills.
- c. To develop and strengthen a physical fitness ethos.
- d. To better understand the Officer and NCO relationship.
- e. To develop leadership potential using practical exercises.
- f. Gain practical experience in Cadet Battalion leadership roles.
- g. Evaluate and develop MS III small unit leaders.
- h. Develop and refine critical thinking skills.
- i. Understand how to intuitively make decisions.

Course Objectives

a. Demonstrate “Officership” by displaying the Army Values and Leader Attributes, Skills and Actions. Objective includes demonstrating your ability to conduct objective self-assessments with self-improvement plans, positive response to instructor mentoring, effective mentoring of MSIII’s, fulfillment of responsibilities as MSIII Leadership Development Program (LDP) assessors, and leading by example. Objective also includes demonstrating a “fitness ethos” required of officers.

b. Demonstrate your ability to perform effectively as a productive member of an integrated Cadet Command & Staff team. Objective includes planning, preparing, executing and assessing events to standard within your assigned position. Objective also includes demonstrating competency in other requirements of your assigned position. It also includes being prepared and a productive participant in Cadet Training Meetings, planning sessions, and After Action Reviews.

c. Demonstrate mastery of selected Lessons by reading the material in the digital course textbook and using the Learning Assessment at the end of the lesson/chapter to validate your understanding of the presented topics/lesson. We will vary from this list from time to time.

d. Demonstrate skills in critical thinking through writing requirements. Objectives include using “The Army Style for Writing”, Operations Orders / Annexes formats, AAR formats, other staff products necessary to support Cadet Training Meetings, planning sessions, and class writing assignments.

e. Demonstrate skills in critical thinking through oral communications requirements.

GRADING CRITERIA:

Event	Points	Description
Class and Lab Participation	200*	Attendance, discussion, preparation, engagement, facilitation.
APFT	100	Scaled score to 100
LDAC AAR	100	Warrior Forge Writing Requirement 3-4 pages
OER Support Form	100	Prepared for your current Cadet Position
Ethics Case Study	100	TBP
Professional Reading	100	1 x Prof Readings/Semester. The Chief of Staff of the Army Reading List - http://www.history.army.mil/html/books/105/105-1-1/CMH_Pub_105-5-1_2013.pdf 2-4 page reflection paper.

Presentation	100	Present a 5 minute information brief on a topic selected by the student and approve by the instructor
Critical Thinking & Adaptation Exercise	100	Done During Class
PMS Subjective Points	100	Always Ongoing
Total	1000	

NOTE: * Grade percentage will be reduced for failure to complete Cadet Command required training of ASROTC-MS IVs - NFORMD.NET SHARP Online Assignments.

Training module URLs and access codes.

(1) ASROTC - <https://asrotc.nformd.net/sexualassault/ulogin> , access code - 17768213

-Type Virginia in the Find Your School Block and University of Virginia will be one of your choices.

-Complete the Setup Page.

-You MUST complete the SROTC Training before the ASROTC Training. If for some reason you did not complete the online SHARP Training last year you will need to complete the SROTC Training BEFORE you can complete the ASROTC Training. Each block is approximated 120 minutes long – all videos.

-Complete the assignment and score 70% or higher.

GRADING: I will assign letter grades in accordance with the grade averages as indicated below:

Letter Grade	% Grade	Level of Achievement
A+	97 – 100.0%	Excellent
A	94-96%	
A-	91 - 93%	
B+	88 - 90%	
B	85 - 87%	Good
B-	82 - 84%	
C+	80 - 81%	
C	78 - 79%	Satisfactory
C-	76 - 77%	
D+	74-75%	
D	72-73%	Marginal
D-	70-71	
F	Below 70%	Unsatisfactory

ASSIGNMENTS: Assignments are due in class on the day required. Assignments that are late will be reduced one letter grade. If extenuating circumstances cause an assignment to be late, it is up to the Cadet to convince the instructor not to impose a letter grade reduction. No assignments will be accepted after seven calendar days have passed from the date the assignment was required. Cadets may be required to REDO assignments, at the discretion of the instructor, until they meet the stated requirements. Assignments will be completed in Power Point or Microsoft Word, depending in the required format. Hand written assignments will not be accepted.

CADET NOTES:

Physical Fitness. Cavalier Battalion PT will be Tuesday from 0630-0730. Attendance is mandatory. Accountability will be taken in formation daily by the Battalion Leadership & ROTC cadre. All cadets will take at least one Army ROTC cadre-graded record APFT during the semester. Your 100-point record

grade will result by dividing your 300-point PT score by three. A failing grade will be scored as a 59% regardless of the PT score on the 300 point scale. Some additional coordinating instructions:

- It is a cadet's individual responsibility to remain in good physical shape.
- It is our responsibility to ensure you are fit for commissioning and service.
- Your PT Score in the Spring of 13 should be BETTER than it was a year ago.
- Cadets who fail to meet Army Height/weight requirements will also participate in Enhanced PT Sessions.
- MS IV Cadets who initially fail to meet Army HT/WT Standards will receive a reduction in their Participation Grade. MS IV Cadets who fail to meet HT/WT by the end of a given semester risk disenrollment from the ROTC program.

Written Products. You will have writing assignments over the course of the semester. All written products will be individual efforts unless told otherwise. Late assignments are graded as indicated above.

Training. We will use your experience and knowledge of LDAC and the Battalion to assist in preparing the MS III's. This requires that all MS IV Cadets participate in all training activities: Leadership Lab, PT/APFT and FTXs.

- 1) **Lab.** Scheduled for Thursday each week. Each Cadet will be responsible for preparing and conducting the scheduled training, in conjunction with guidance from the MS III Instructor and BN S3, for a lab period. Your lab grade is based on your planning, organization, presentation, execution, and evaluation/AAR of assigned subjects. Lab OIC matrix, with subjects, will be published in the Cadet Center.
- 2) **FTX.** One FTX is scheduled for this semester. Next semester, there will be two FTX's, to include the Culmination FTX. Each MSIV is required to support all FTXs. Preparation for the execution of major training events will follow the Army Training Management System. Majority of the duties will consist of regular BN chain of command responsibilities for planning, executing, evaluating MS IIIs and conducting and AAR.

Attendance. Attendance at class, labs, and PT is required. As future officers, you are responsible for being in the right place at the right time with the right equipment and uniform. Failure to meet this standard will result in a reduction of your grade. Requests for excused absences will be considered on a case-by-case basis prior to the actual absence.

Class Date	Thu.	Event/Class	Desired Outcome	Assignment
Lesson 1 27-AUG		<ul style="list-style-type: none"> • Review Syllabus • Establish Initial Counseling Schedule • Staff Roles/Training MTG/AAR • Conduct Cadet TRN MTG 	Cadets understand and can articulate the different Staff Roles and Duties, how they apply to the Cadet Battalion and what is expected of them.	<ul style="list-style-type: none"> • Read cadet text Officership; Structure, Staff <i>Organization, Roles, and Responsibilities</i>. • Read Army Officers Guide Staff Office Pg 314-333 • Be prepared to discuss the different Staff positions, and the duties and responsibilities associated with those positions. • Read cadet text Officership; Training Management, <i>After Action Review (AAR)</i>. • Review Leaders Guide to AARs (2011) – on Collab • Review Leaders Guide to Company Training Meetings (2011) - on Collab. • Review Officership, Section 5c Conducting a Training Meeting.

LAB 1	29-AUG	<ul style="list-style-type: none"> Awards Ceremony 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Recognize Cadets from Summer Training Introduce CAV BAT Leadership and Groups
Lesson 2 3-SEP		<ul style="list-style-type: none"> AAR LDP Counseling 101 	<ul style="list-style-type: none"> Review TRN MTG Questions Cadets understand the LDP System and expectations as an evaluator Understand the difference between a good and bad AAR and how to facilitate an AAR Very brief into to Counseling 	<ul style="list-style-type: none"> Read cadet textbook Leadership; Leadership Development Program <i>BOTH Cadet Command's LDP and Yearly LDP Process</i> Read cadet textbook Leadership; Army Leadership – <i>The Army Leadership Requirements Model</i> Read cadet text Officership; Evaluations and Career Management, <i>Counseling</i> Registered for AKO and PL Forum. Turn in – Warrior Forge Writing Requirement
LAB 2	5-SEP	<ul style="list-style-type: none"> Map Reading / Land Navigation 	<ul style="list-style-type: none"> 	
Lesson 3 10-SEP		<ul style="list-style-type: none"> Counseling Evaluations (OER) 	<ul style="list-style-type: none"> Cadets Understand their CAV BAT duties and resp. Understand how to articulate measurable and achievable goals for a given duty position Understanding why counseling is important and how to conduct it 	<ul style="list-style-type: none"> Read cadet textbook Officership – Evaluations and Career Management; Counseling AND Evaluation Reporting System Review AR 623-105, <i>Officer Evaluation Reporting System</i>, (17 Dec 2004) Review Army Officers Guide – Professional Development Pg 238-265 OPTIONAL - Army Officer's Guide – Additional Duties pg 344-393 Review DA Pam 600-3, <i>Commissioned Officer Development and Career Management</i>, 1 OCT 1998; paragraph 2-4, 3-4, 3-7, 3-12, 5-7, 7-1, and 8-1, 8-2, 8-3 Skim ADRP 6-22 Army Leadership Turn in Online SHARP Training Certificate 70% or higher
LAB 3	12-SEP	<ul style="list-style-type: none"> Land Navigation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Lesson 4 17-SEP		<ul style="list-style-type: none"> MDMP CO/BN OPORD Mission Rehearsal 	<ul style="list-style-type: none"> <u>Morning Session ONLY</u> 	<ul style="list-style-type: none"> Read cadet textbook Officership – Training Management – Training for Unified Land Operations (Focus on MDMP) Skim ADRP 5-0 The Operations Process
LAB 4	19-SEP	<ul style="list-style-type: none"> Fieldcraft/PCI/P CC 	<ul style="list-style-type: none"> 	
Lesson 5 24-SEP PMS @ Bragg		<ul style="list-style-type: none"> Guest Instructor UCMJ or Military Writing 	<ul style="list-style-type: none"> Gain an understanding of the Military Justice System and their role in the process 	<ul style="list-style-type: none"> Read cadet textbook – Values and Ethics – Military Justice: Uniformed Code of Military Justice and Administrative Actions (ALL Subsections) Morals and Ethics in Combat/Contingency Operations (ALL Subsections) Turn In OER Support Form – for your Staff Position
LAB 5	26-SEP	<ul style="list-style-type: none"> Team Building / Squad Challenge 	<ul style="list-style-type: none"> 	

FTX	27-29 SEP	•	•	Fort Pickett, VA
Lesson 6 1-OCT		• NCOERs and NCO Counseling	<ul style="list-style-type: none"> Understand the importance of timely and quality counseling Gain an understanding from an NCOs perspective Execute an initial counseling session with an NCO 	<ul style="list-style-type: none"> Read cadet textbook – Officership – Evaluations and Career Management Review Noncommissioned Officer Evaluation Report (DA Form 2166-8) Review MSL401-7b, NCOER Preparation Guide Document. Review AR 623-205, <i>Noncommissioned Officer Evaluation Reporting System</i> (http://www.army.mil/usapa/epubs/pdf/r623_205.pdf) Review ADRP 6-22, Army Leadership Read FM 6-22 Leadership, Appendix B, Counseling (study examples of DA Form 4856-E in Figures B-6 - B-11)
LAB 6	3-OCT	• Mandatory Training	•	•
Lesson 7 8-OCT		<ul style="list-style-type: none"> Risk Management Decision Making 	<ul style="list-style-type: none"> Understand the Risk Management Process Understand how Decision Making impacts Risk Management 	<ul style="list-style-type: none"> Read cadet textbook Officership – Training Management: -Introduction to Risk Management -Risk Management -Manage the Risk -Conclusion -References Skim FM 15-9, <i>Composite Risk Management</i>, August 2006. Read cadet textbook Personal Development - <i>Effective Communication; Effective Writing</i>. Briefly review AR 25-50, dated May 2013. Complete CRM in Class
LAB 7	10-OCT	• Special Teams	•	•
No Lesson 15-OCT		• UVA Reading Day – NO CLASS		• Turn in Professional Reading Reflection #1
LAB 8	17 OCT	• IMT / Actions in the Patrol Base	•	•
Lesson 8 22-OCT		<ul style="list-style-type: none"> GUEST – Officer Panel • 	<ul style="list-style-type: none"> Understand different branches, postings, options for Officer Understand when to start thinking about/planning for transitioning from the Army 	Readings TBP
LAB 9	24 OCT	• Low Impact Lab / Guest Speaker	•	Cadre and Ranger Challenge Team at Fort Pickett, VA
Lesson 9 29-OCT		<ul style="list-style-type: none"> Ethics • 	<ul style="list-style-type: none"> Understand ethical decision making and the impacts of their (in)actions 	<ul style="list-style-type: none"> Read cadet textbook Values and Ethics – Review – Army Values Read – Ethics – ALL Review ADRP 6-22, Chapter 4, to become familiar with the Army expectations for character development
LAB 9	31 OCT	• SQS STX -	•	•

		RECON		
Lesson 10 5-NOV		<ul style="list-style-type: none"> PMS at SOLO 	<ul style="list-style-type: none"> PMS in SOLO Class Cadets attend Wed Meet and Greet with Officer at JAG School 	<ul style="list-style-type: none">
LAB 10	7 NOV	<ul style="list-style-type: none"> STX – Ambush 	<ul style="list-style-type: none"> 	
No Lesson 12-NOV		<ul style="list-style-type: none"> No Class – Veterans Day Events 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
LAB 11	14 NOV	<ul style="list-style-type: none"> SQD STX - ATTACK 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Lesson12 18-NOV		<ul style="list-style-type: none"> Combat Stress Management Likely class will be augmented with a Guest Speaker (Chaplain or other resource provider) 	<ul style="list-style-type: none"> Understand some of the indicators of stress Introduced to and know how to access some of the resources available to Soldiers and Families 	<ul style="list-style-type: none"> Read cadet textbook Personal Development – Comprehensive Fitness: <ul style="list-style-type: none"> -Stress Management -Comprehensive Soldier and Family Fitness -Army Suicide Prevention program
LAB 13	21 NOV	<ul style="list-style-type: none"> SQD STX - MTC 	<ul style="list-style-type: none"> 	
Lesson 13 26-NOV		<ul style="list-style-type: none"> Critical Thinking Exercise 	<ul style="list-style-type: none"> Able to generate creative solutions to problems 	Consolidate AM Class for Early Thanksgiving Departures (If desired by MS IV Cadets)
	NO LAB	<ul style="list-style-type: none"> NO LAB - Thanksgiving 	<ul style="list-style-type: none"> 	
Lesson 14 4-DEC		<ul style="list-style-type: none"> Cadet Presentations 	<ul style="list-style-type: none"> Able to present information in an intelligent, concise and coherent manner. 	<ul style="list-style-type: none"> 5 Minute Cadet Presentation on a topic chose by the Cadets. Something the others don't know about them. Read cadet text Officership Section 5b Military Briefings.
LAB 14	5 DEC	<ul style="list-style-type: none"> Course AAR/Pizza Party 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Capture the AAR in a written documents for the PMS/SMI/Class of 2015

Professional Military Education (PME) Requirements (Must be completed before commissioning)

Meet all academic requirements to receive a baccalaureate or master's degree.

Complete the Advance Course (MISC 4010, 4015, 4020 and 4025)

Complete Leader Development & Assessment Course (LDAC/Warrior Forge)

Complete a US Military History Course

Complete a Staff Ride – We will do this as a group in the Spring

Pass the Combat Water Survival Test (CWST)

Class Participation

Students 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, and working with fellow students to engage in class and lab exercises.

Decisions are made by those who show up – and participate!

Guest Speakers

Throughout the semester you will be required to attend lectures from distinguished guest speakers. Each of these speakers brings different experiences to share, after each lecture you will be required to write a two page reflection of what you believe you can apply to your personal life and leadership philosophy. I will clearly dictate which speakers are

REQUIRED (mandatory) attendance and which ones are optional. You are required to attend a minimum of one guest lectures and submit one reflection.

Professional Reading

In order to initiate a lifetime of learning this course has a professional reading requirement. To help establish a habit of learning, this course requires each student to read at least two professional reading books during the semester and submit a two page reflection on what you learned from that book and how you will apply it in your personal life and/or leadership philosophy. The first required reading will be digitally issued, *The Armed Forces Officer*.

Fall Field Training Exercise

The Fall FTX will be held at Fort Pickett, VA from 27-29 September 2013. The intent of this FTX is to develop unit cohesion through various team-building events.

A Culture of Physical Fitness

"Fitness is the key to officer success." Officers who are not fit will fail on the battlefield and under stress. For ROTC, the APFT and Army Regulation (AR) 600-9 Weight Control Program are the Army's primary assessment tools for fitness. Your active participation in physical fitness training, intramurals, and performance on the APFT will have an impact on your final grade. I may also use the 6 mile road march with 35 pounds of gear as well as the 4 mile run to assess your fitness level. You are required to attend all Physical Training (PT) sessions held on Tuesday. All cadets are encouraged to participate in at least one intramural team/sport each year.

Extra-Curricular Activities

During the course of the semester there will be a number of extra-curricular activities. MS IVs are the LEADERS and should lead by example attending mandatory guest lectures, service projects, fundraisers, as well as volunteering to participate in color guard, tutoring and other events. Don't wait to be asked – volunteer whenever possible.

Counseling

I will counsel each of you at least two times this semester: once during the first two weeks, and once during finals week. I will counsel you on your leadership progress, your academic progress, and your standing within the ROTC program. During the semester I will explain the use of the Officer Evaluation Support Form and you will be required to identify your goals / objectives as well as significant contributions during the semester. At the initial counseling you MUST provide an accurate copy of your 104R (Cadet Academic Plan) as well as your transcripts so we can discuss academic progress.

Mentorship Program

Mentoring is a powerful way for people to learn a variety of personal and professional skills. This program will contribute to the leadership development program of MS IV cadets by reaching out to alumni who are currently serving or have served in the Army in similar branches and/or posts. Each MS IV also mentors an underclassman IAW with guidance from the mentorship OIC.

Dress and Grooming

The United States Army establishes dress and grooming standards in Army Regulation (AR) 670-1 for all who wear a military uniform. You will wear the uniform to all classes at least once each week (ACU generally with Class B or Class A dictated occasionally) and when designated by the appropriate training schedule. ACUs will be worn to all Leadership Labs. Army Physical Fitness Uniform (APFU) will be worn for Physical Fitness training as a unit. I expect all MSIVs to have a proper military haircut and to shave EVERY DAY to set the example for less experienced cadets. Wear the uniform with pride and be prepared to engage classmates and others about ROTC and the Army.

Honor System: Established in 1842, the UVA Honor System forms the basis of trust between students, faculty and the community. Detailed information about the UVA Honor System can be found at <http://www.virginia.edu/honor/>. Please ensure that you read the document on Understanding Plagiarism at: <http://www.virginia.edu/honor/documents/PlagiarismSupplement2011.pdf>

Tips for Success:

- Support the program both in word and deed.
- Look like future Officers – Follow AR 670-1 (Males – Clean Shaven at PT, in ACUs, ROTC Events and when in the Cadet Center and Females – Hair, Earrings and nylons)
- Military Courtesy – Knock before entering and wait for permission to enter, sit only when offered, stand when a senior enters the room, Sir/Ma'am, Sergeant, Mr/Mrs – as appropriate.
- The Internet will ALWAYS REMEMBER.

REFERENCES:

- Selected readings available online at:

<http://armypubs.army.mil/index.html>

- Army Doctrine Publications (ADP)
- Army Doctrine Reference Publications (ADRP)
- Field Manuals (FM)
- Leader Guide (LG)
- Army Regulations (AR)
- Training Circulars (TC)
- Other Resources
 - Leadership Development Program Handbook, Apr 2011
[LDP HANDBOOK - 1 Apr 2011.pdf](#)
 - LDP Handbook – APR 12
- The Army Officers Guide, 52nd Edition, September 2013, by COL Robert J. Dalessandro
- Service Etiquette, 5th Edition, October 2009, by Cherlynn Conetsco and Anna Hart
- The Chief of Staff of the Army Reading List http://www.history.army.mil/html/books/105/105-1-1/CMH_Pub_105-5-1_2013.pdf

Comments for revision/correction may be forwarded via email to Binetti@virginia.edu at (804)-898-0066.

//Original Signed//
MICHAEL R. BINETTI
LTC, EN
MS IV Course Director