MSL 1002: Foundations of Leadership
SYLLABUS
SPRING SEMESTER 2021

Class Schedule
T: 1040-1235, MSL 1002 (23561) Zoom ID: 913 9656 1314
W: 1040 - 1235, MSL 1002 (23562) Zoom ID: 920 5386 4932
R: 0830 - 1025, Leadership Lab, FLAVET Field
R: 1250-1445, MSL 1002 (17202) Zoom ID: 916 1532 2358

Course Instructor(s):

Master Sergeant George Tony Figueroa (Primary Instructor)
gfigueroa1@aa.ufl.edu – I will respond within 24-48 hours.
Van Fleet Hall, 110
Office: (352) 294-0730
Office Hours: M-W: 0930 – 1200; 1500-1600; R: 1000 – 1500
F: By Appointment (For scheduling, email is preferred)

Major John W Denney (Assistant Instructor)
john.denney@ufl.edu
Van Fleet Hall, 108
Office: (352) 294-0735
Office Hours: M-W: 0930 – 1200; 1500-1600
F: By Appointment (For scheduling, email is preferred)

1LT Daniel Regalado (Assistant Instructor)
daniel.regalado@ufl.edu
Van Fleet Hall, 108
Office: (352) 294-0738
Office Hours: M-W: 0930 – 1200; 1500-1600
F: By Appointment (For scheduling, email is preferred)
Course Description
The MSL I course produces a Cadet who accepts the Army as a values-based organization and embraces the scholar-athlete-warrior ethos; who is familiar with individual roles and responsibilities in support of team efforts and problem solving processes in military and non-military situations; who demonstrates oral and written communication skills, understands resilience, and demonstrates a commitment to learning.

Live Honorably & Build Trust and Communicate and Interact Effectively.

MSL102 introduces Cadets to the Army and the Profession of Arms. Students will examine the Army Profession and what it means to be a professional in the U.S. Army. The overall focus is on developing basic knowledge and comprehension of the Army Leadership Requirements Model while gaining a big picture understanding of the Reserve Officers’ Training Corps (ROTC) program, its purpose in the Army, and its advantages for the student. Cadets also learn how resiliency and fitness supports their development as an Army leader.

As you become further acquainted with MSL101, you will learn the structure of the ROTC Basic Course program consisting of MSL101, 102, 201, 202, Fall and Spring Leadership Labs, and Basic Camp.

The focus is on developing basic knowledge and comprehension of Army leadership dimensions, attributes and core leader competencies while gaining an understanding of the ROTC program, its purpose in the Army, and its advantages for the student.

You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and Cadet leadership who will evaluate you using DA Form 4856 Developmental Counseling Form.

Course Purpose
The Department of Military Science provides a program of leadership development, which prepares college men and women for service as officers in the United States Army. If contracted for service upon graduation, they serve as commissioned officers on active duty, or as an officer in an Army Reserve unit. To accomplish this, this course does the following:

- Prepares cadets for commissioning as Second Lieutenants through a curriculum, which develops leadership and management skills, and provides opportunities to utilize these skills in a variety of practical applications.
- Provides an understanding of how to lead and influence small organizations, with a strong emphasis on personal integrity, ethical decision making, goal setting, and mission accomplishment.
• Offers adventure training, such as rappelling, land-navigation, marksmanship, and, for selected students, airborne, air assault training, and the opportunity to serve with active army units, worldwide, during the summer.
• Provides programs and experiences which increase self-confidence, self-discipline, physical stamina, poise, and other attributes essential to the development of a leader of character; one who is prepared to serve the Nation or the State of Florida both in or out of uniform.

Course Objectives
This course will focus on the following objectives:

• Define Army Leadership and the attributes and competencies of being a leader
• Navigate from one location to another while dismounted
• Know and Apply the fundamentals of basic rifle marksmanship
• Apply Troop Leading Procedures
• Develop a Platoon OPORD
• Understand the Roles and Responsibilities of platoon level leadership
• Learn and Apply the Army Briefing style

Required Texts
• Student Text: SROTC eBooks located at http://www.rotcebooks.net/ The Password is case sensitive: MOH1LTBurke
• Selected readings available online at: http://www.apd.army.mil/

Course Requirements
In order for us to be successful, you must participate as an active learner by attending all class sessions, by reading all assigned texts/articles prior to class, by engaging fully in class discussions and activities, and by completing all course assignments. To evaluate your progress in reaching the course's objectives and to provide feedback on your learning, we will look at the following items:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Attendance</td>
<td>-5 pts per absence</td>
<td>60 points</td>
</tr>
<tr>
<td>Leadership Lab Participation</td>
<td>-5 pts per absence</td>
<td>60 points</td>
</tr>
<tr>
<td>Discussion Board/response</td>
<td>5 pts per post</td>
<td>100 points</td>
</tr>
<tr>
<td></td>
<td>5pts per response</td>
<td></td>
</tr>
<tr>
<td>Battle/Operation Power Point Brief</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Army Physical Fitness Test</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Army Body Composition Program</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>104R Academic Degree Plan</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Effort &amp; Presence (Subjective)</td>
<td>400 points</td>
<td>400 points</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td><strong>1220 points</strong></td>
</tr>
</tbody>
</table>
Failing to submit an assignment on time will result in the reduction of one letter grade, per day, until submitted.

Failing to submit an assignment will result in the reduction of one letter grade for the course.

Three unexcused absences, from any activity, will result in the reduction of one letter grade.

Information on current UF grading policies for assigning grade points This may be achieved by including a link to the web page: https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx.

Class Attendance (12 days X 5 points each)

Classes will meet predominately in Van Fleet Fall but may change at the instructor’s discretion. The instructor will provide advance notification in the event a venue change occurs. Class will begin promptly at the prescribed time; therefore, punctuality is imperative. Arriving tardy to class will result in a two-point deduction. 2 Tardy = 1 Unexcused Absence.

Class Participation (12 days X 5 points each)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exemplary</th>
<th>Proficient</th>
<th>Basic</th>
<th>Emerging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom Focus, Discussion &amp; Activity Participation</td>
<td>5 points</td>
<td>4 points</td>
<td>3 points</td>
<td>2 to 0 points</td>
</tr>
<tr>
<td>• Overall, consistent contributions that significantly reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</td>
<td>• Overall, contributions that adequately reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</td>
<td>• Overall, contributions that reveal limited familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</td>
<td>• Overall, contributions are incomplete in regard to familiarity with readings or capacity listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</td>
<td>• Does not contribute to the elements of the course</td>
</tr>
<tr>
<td>• Contributes consistently and at a high-level of quality to the elements of the course</td>
<td>• Contributes adequately and at an appropriate level of quality to the elements of the course</td>
<td>• Contributes in a limited fashion to the elements of the course</td>
<td>• Does not contribute to the elements of the course</td>
<td>• Does not follow appropriate use of cell phone and electronic devices</td>
</tr>
<tr>
<td>• Follows appropriate use of cell phone &amp; electronic devices</td>
<td>• Mostly follows appropriate use of cell phone &amp; electronic devices</td>
<td>• Does not follow appropriate use of cell phone and electronic devices</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As a note, laptops and tablets are allowed for class-related material only (e.g., taking notes, looking up content on the Internet). However, using electronics for personal or social purposes will result in a reduction of the class participation grade. Behaviors such as texting, engaging in social media, browsing the internet, and checking email is extremely distracting to other students as well as the instructor. If there is a need to use
one’s phone due to an emergency, please inform the instructor prior to class; in all other cases, phones should be on mute and stored away.

**Leadership Laboratory (12 days X 5 points each)**

All cadets must participate in the Leadership Laboratory sessions. Labs will occur every Thursday from 0830–1025 hours. Primary location is FLAVET Field; however, MS IV Chain of Command may dictate an alternate location. **Attendance is mandatory and is part of the grade.** This is an all or nothing point activity. Attend and receive full participation credit. Do not attend and receive zero participation points.

**Discussion Boards (100 points)**

*Each discussion question is worth 10 points.* To receive 5 of the 10 points for each discussion board question, students’ must 1) answer the question; 2) apply an appropriate theory/aspect/practice from the lesson’s assigned readings to the answer; and 3) provide an example that illustrates your answer. Providing these three aspects earn students 5 points. Students earn the other 5 points by their active participation regarding the question by posting responses to other student posts within your class. Online discussion is generally looser and more free-flowing than face-to-face. **Students WILL exercise a basic respect for one another and not engage into derogatory arguments.** Although free-flowing and somewhat informal, cadets **MUST use correct Army Doctrine, grammar, spelling, and punctuation during the postings!**

**Battle/Operation Power Point Brief (100 points)**

Each group will sign up for a Battle/Operation. You must create a 10-15-minute presentation to give the class. You may use your material as a guide to keep you on track; however, you must be familiar with your Battle/Operation enough that you do not recite your document. At a minimum your presentation must cover:

- Intro (Who, When, Where)
- Establish Setting/Geographical Orientation
- Events Leading up to
- Phases of Battle/Operation
- Key Events that shaped the Battle/Operation
- Outcome
- Lessons Learned
- Summary

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery</strong></td>
<td>o Holds attention of entire audience with the use of direct eye contact, seldom looking at notes</td>
<td>o Consistent use of direct eye contact with audience, but still returns to notes</td>
<td>o Displays minimal eye contact with audience, while reading mostly from notes</td>
<td>o Holds no eye contact with audience, as entire report is read from notes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>o Speaks in low</td>
</tr>
</tbody>
</table>

University of Florida, Spring 2020
U.S. Army ROTC
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### Battle/Operation Brief

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o Speaks with fluctuation in volume and inflection to maintain audience interest and emphasize key points</td>
<td>o Speaks with satisfactory variation of volume and inflection</td>
<td>o Speaks in uneven volume with little or no inflection</td>
<td>volume/monotonous tone, which causes audience to disengage</td>
</tr>
<tr>
<td></td>
<td>o Demonstrates full knowledge by answering all class questions with explanations and elaboration</td>
<td>o Is at ease with expected answers to all questions, without elaboration</td>
<td>o Is uncomfortable with information and is able to answer only rudimentary questions</td>
<td>o Does not have grasp of information and cannot answer questions about subject</td>
</tr>
<tr>
<td></td>
<td>o Provides clear purpose and subject; pertinent examples, facts, and/or statistics that support the subject; includes some data or evidence</td>
<td>o Attempts to define purpose and subject; provides weak examples, facts, and/or statistics, which do not adequately support the subject; includes very thin data or evidence</td>
<td></td>
<td>o Does not clearly define subject and purpose; provides weak or no support of subject; gives insufficient support for ideas or conclusions</td>
</tr>
<tr>
<td>Content/ Organization</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Enthusiasm/ Audience</td>
<td>o Demonstrates strong enthusiasm about topic during entire presentation</td>
<td>o Shows some enthusiastic feelings about topic</td>
<td>o Shows little or mixed feelings about the topic being presented</td>
<td>o Shows no interest in topic presented</td>
</tr>
<tr>
<td>Awareness</td>
<td>o Significantly increases audience understanding and knowledge of topic; convinces an audience to recognize the validity and importance of the subject</td>
<td>o Raises audience understanding and awareness of most points</td>
<td>o Raises audience understanding and knowledge of some points</td>
<td>o Fails to increase audience understanding of knowledge topic</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Text – Font Choice &amp;</td>
<td>o Font formats (e.g. color and style) have been carefully planned to enhance the readability and content on all slides</td>
<td>o Font formats (e.g. color and style) have been planned to enhance readability and content on most slides</td>
<td>o Font formats (e.g. color and style) make the readability of content difficult</td>
<td>o Font formats (e.g. color and style) was not planned at all</td>
</tr>
<tr>
<td>Formatting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graphics</td>
<td>o Graphics explain and reinforce screen text and presentation</td>
<td>o Graphics relate to text and presentation</td>
<td>o Occasionally uses graphics that rarely support text and presentation</td>
<td>o Uses superfluous graphics or no graphics at all</td>
</tr>
</tbody>
</table>

## Final (100 points)

The final exam will reinforce and evaluate Cadets’ understanding of the course content and main idea. The method of delivery will vary based on topic; however, Cadets can expect to see primarily short-answer prompts.

### Army Physical Fitness Test (APFT)

All cadets must take the APFT. Mandatory diagnostic APFTs occur throughout the semester. At the end of the semester, Cadets will take the mandatory Record APFT for a grade. The minimum passing score on the APFT is 60 points in each event. The PT program designed with the program will set the foundation; however, you may need to commit additional time to physical fitness if you want to excel.
***10 bonus points awarded for receiving the Physical Fitness Badge (90 points in each category).***

***IF THE ENTIRE MSI COHORT PASSES THE RECORD APFT THE ENTIRE COHORT WILL EARN 40 ADDITIONAL POINTS TOWARDS THEIR GRADE.***

***APFT points based on achieving the following scores on Record APFT at end of semester:

- 270 – 300 score: 100 points
- 240 – 269 score: 90 points
- 210 – 239 score: 80 points
- 180 – 209 score: 70 points
- 150 – 179 score: 60 points
- 100 – 149 score: 30 points
- 0 – 99 score: 0 points

**Army Body Composition Program**

Students will comply with the Army Body Composition Program IAW AR 600-9. This is a pass or fail assignment. If you comply with the Army Standard for height/weight/tape then your score will be 100. If you fail to comply with the Army Standards for height/weight/tape then your score will be 0.

**For Contracted Cadets:**

If you fail to comply with the Army Standards for height/weight/tape then you are at risk for elimination from the Army ROTC Program.

**CC Form 104R (100 points) DUE 31 JANUARY 2021**

The CC Form 104-R is the Planned Academic Program Worksheet and is a contracting/scholarship requirement. This form is used to outline your time as an undergraduate:

Requirements:

- Completed on the fillable PDF
- All future semesters of undergraduate education
- If previous semesters are listed grades must be filled in
- AROTC in every semester (unless identified as a completion cadet)
- AMH2020 or equivalent (N/A if taken in High School and on transcript)
- UF Cadets- *Cadre Review prior to being signed by your advisor
- SF Cadets- *Cadre Review prior to being signed by your Santa Fe advisor and future UF advisor
- If you have an approved 104R from the previous semester that does not need updating, initial previous 104R to verify it’s up to date.
Effort & Presence (400 points)
This is a subjective grade by the instructor based on your effort and presence in the course. Areas that may negatively impact this grade: Unexcused absences, not participating in PT, not volunteering, lack of motivation, failure to comply with Army Weight Control Standards, not being a team player, cheating, etc.

Schedule of classes
Below you will find the requirements for the entire semester. This only serves as a guideline and the instructor reserves the right to adjust as needed.

<table>
<thead>
<tr>
<th>Lesson 01</th>
<th>Lesson 02</th>
<th>Lesson 03</th>
<th>Lesson 04</th>
<th>Lesson 05 *</th>
<th>Lesson 06 *</th>
<th>Lesson 07 *</th>
<th>Lesson 08 *</th>
<th>Lesson 09</th>
<th>Lesson 10</th>
<th>Lesson 11</th>
<th>Lesson 12 *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Overview</td>
<td>Introduction to Battle Drills</td>
<td>Squad Tactics I Basic Components</td>
<td>Squad Tactics II Basic Movements</td>
<td>Squad Tactics III Basic Patrolling</td>
<td>Critical Thinking</td>
<td>Learning Styles and Lifelong Learning</td>
<td>Communications Process</td>
<td>Persuasive Argument Briefs</td>
<td>Introduction to CSF2</td>
<td>Army Performance Triad</td>
<td>Final Exam</td>
</tr>
</tbody>
</table>

Lab Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>1st Platoon</th>
<th>1s and 2s Concurrent Training</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ambush (Planning)</td>
<td>The 8 TLPS, The OPORD</td>
<td>14-Jan-21</td>
</tr>
<tr>
<td>2</td>
<td>Ambush (Execution)</td>
<td>Range Cards and Sector Sketches</td>
<td>21-Jan-21</td>
</tr>
<tr>
<td>3</td>
<td>Movement to Contact (Planning)</td>
<td>Terrain Models and planning Kits</td>
<td>28-Jan-21</td>
</tr>
<tr>
<td>4</td>
<td>Movement to Contact (Execution)</td>
<td>SALUTE, 9 LINE, MIST</td>
<td>4-Feb-21</td>
</tr>
<tr>
<td>5</td>
<td>Platoon Attack (Planning)</td>
<td>The WARNO vs. the OPORD</td>
<td>11-Feb-21</td>
</tr>
<tr>
<td>6</td>
<td>Platoon Attack (Execution)</td>
<td>OAKOC</td>
<td>18-Feb-21</td>
</tr>
<tr>
<td>7</td>
<td>Raid (Planning)</td>
<td>Route Planning / Land Nav</td>
<td>25-Feb-21</td>
</tr>
<tr>
<td>8</td>
<td>Raid (Execution)</td>
<td>Army Values/EO/SHARP</td>
<td>4-Mar-21</td>
</tr>
<tr>
<td>9</td>
<td>Patrol Base (Planning/Execution)</td>
<td>Army Weapons Systems</td>
<td>11-Mar-21</td>
</tr>
<tr>
<td>10</td>
<td>Specialty Teams/FTX Prep/PCCs/PCls</td>
<td>Specialty Teams/FTX Prep/PCCs/PCls</td>
<td>18-Mar-21</td>
</tr>
<tr>
<td>11</td>
<td>Area Defense (Teaching Lab)</td>
<td>Area Defense (Teaching Lab)</td>
<td>25-Mar-21</td>
</tr>
<tr>
<td>12</td>
<td>FMP (Same day planning/execution)</td>
<td>FMP (Same day planning/execution)</td>
<td>1-Apr-21</td>
</tr>
<tr>
<td>13</td>
<td>Retrain Day</td>
<td>Retrain Day</td>
<td>8-Apr-21</td>
</tr>
<tr>
<td>14</td>
<td>Awards, Recognition, Payday Activities</td>
<td>All</td>
<td>15-Apr-21</td>
</tr>
</tbody>
</table>
Grade distribution and Performance Definitions:

A    100-93
A-   92-90
B+   89-87
B    86-83
B-   82-80
C+   79-77
C    76-73
C-   72-70

*** To pass ROTC you must maintain a 70% or higher ***

Policies and Procedures

Dress Code:

Class: Contracted: Army Combat Uniform (ACU)  
      Non-Contracted: Business casual
Lab:   Army Combat Uniform (ACU), LCE (issued)  
       Physical TNG: Army Physical Fitness Uniform (issued)
Special Events: Army Service Uniform (ASU)

Moral/Ethical Conduct:
As a member of the Army ROTC program you are expected to always uphold moral and ethical conduct of a commissioned officer and follow the Army Values. Failure to comply with the Army values, moral and ethical conduct is subject to dismissal/removal from the Army ROTC program, loss of scholarship (if applicable), and inability to contract or attain future contract/scholarship, and dismissal from the University of Florida. Violations include but are not limited to:

Alcohol Abuse. Alcohol Abuse is typically an indication of problems requiring professional help, as such, negative behavior associated with alcohol abuse may impact your potential for future military service; i.e. driving while intoxicated, underage drinking, riding in a vehicle with a drunk driver and incarceration for any alcohol related violation.

Drug Abuse. Drug Abuse is unacceptable and will not be tolerated. All contracted cadets are subject to periodic drug testing. Positive results are subject to disenrollment. Cadets must have a valid Medical Doctor prescription for prescription drugs that fall in the controlled substance category.

Attention Deficit Disorder (ADD), Attention Deficit Hyper Activity Disorder (ADHD) and other mood /behavior modifying medication are not authorized. This includes, but is not limited to, Ritalin-LA, Focalin, Metadate-CD, Daytrana, Concerta, dextroamphetamine salts (Adderall), and lisdexamfetamine (Vyvanse).
**Diversity Statement**

Diversity is a shared vision for our efforts in preparing teachers, administrators, school counselors and other professionals. Students will be encouraged to investigate and gain a current perspective of diversity issues (race, ethnicity, language, religion, culture, SES, gender, sexual identity, disability, ability, age, national origin, geographic location, military status, etc.) related to their chosen fields. Students will also have the opportunity to examine critically how diversity issues apply to and affect philosophical positions, sociological issues, and current events in a variety of areas. Students will examine their belief systems and be encouraged to reexamine and develop more grounded beliefs and practices regarding diversity.

**Exit Counseling**

If there comes a point during your time in ROTC you decide that you no longer want to take the course, you must receive an out counseling by the Professor of Military Science. After the counseling you will immediately schedule an equipment turn-in with your instructor.

**Title IX/Clery Act Notification**

Sexual misconduct (sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain confidential support from the University of Florida Counseling and Wellness Center at 392-1575. To report sexual misconduct or sex discrimination, contact the Dean of Students (852-5787) or the University of Florida Police (392-1111).

Disclosure to University faculty or instructors of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is not confidential under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University’s Title IX officer.

Sexual Trauma/Interpersonal Violence Education

([http://gatorwell.ufsa.ufl.edu/strive](http://gatorwell.ufsa.ufl.edu/strive)).

**Plagiarism Statement**

Representing the words or ideas of someone else as one’s own in any academic exercise. An academic unit that determines that a student is guilty of academic dishonesty may impose any academic punishment on the student that it sees fit, including suspension or expulsion from the academic unit.
**Policy on Attendance:**
Class attendance is mandatory and is part of the grade. A legitimate reason to miss a class may arise. If approved by the instructor, you may make up this absence. **To receive credit for an excused absence, you must first clear the absence through MSG Figueroa or MAJ Denney at least two weeks in advance.** MSIVs are NOT authorized to excuse you from a mandatory event. Unexcused absences will count against a cadet’s final grade and will trigger a performance counseling from the instructor.

**Policy on Late Assignments and Incompletes**
I will not accept late assignments for credit, barring extenuating circumstances as determined by the instructor. In addition, incompletes will not be issued for this class unless there are major emergencies (e.g., hospitalization) and only after consultation and mutual agreement upon a contract specifying a timeline for completion of all required work. Incompletes will not be offered for the class simply because the student desires more time to complete course requirements. **Late assignments will incur a drop of one letter grade.** Finally, as a matter of sound pedagogical practice, there will be no extra credit assignments.

**COVID**
We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor’s guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms ([Click here for guidance from the CDC on symptoms of coronavirus](https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html)), please use the UF Health screening system and follow the instructions on whether you are able to attend class. **Click here for UF Health guidance on what to do if you have been exposed to or are experiencing Covid-19 symptoms.**

Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. **Find more information in the university attendance policies**
* All equipment issued to students must be returned to supply immediately at the end of the spring semester. Failure to do so will result in a final grade of “I” (Incomplete), and an “Academic Flag” will be placed on your academic records. A Flag will deny the ability to sign up for future college courses and retrieve your transcripts.

Cadet print and Sign

George Tony Figueroa
MSG, USA
Senior Military Science Instructor