MSL 3202: APPLIED LEADERSHIP IN SMALL UNIT OPERATIONS
SYLLABUS
SPRING SEMESTER 2021

Class Schedule
T: 1250 - 1455, Zoom Classroom- 467-960-006
W: 1250 - 1455, Zoom Classroom- 611-952-177
R: 0830 – 1025 1040-1130, Leadership Lab, Lake Alice Field

Course Instructor(s):

Sergeant First Class Matthew Leahart
mleahart@aa.ufl.edu – I will respond within 24-48 hours.
Van Fleet Hall, 111
Office: (352) 294-0733
Office Hours: M-R: 0930-1600
F: By Appointment (For scheduling, email is preferred)

Sergeant First Class Joshua Weaver
j.weaver@ufl.edu
Van Fleet Hall, 111
Office: (352) 294-0732
Office Hours: M-R: 0930-1600
F: By Appointment (For scheduling, email is preferred)

ROTC Advanced Course

MS 302 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership 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 platoon in the execution of a mission. It includes a Lab per week, using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre. Successful completion of this course will help prepare you for Cadet Summer Training/ Advanced Camp, which you will attend in the summer, at Fort Knox, KY.
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 Cadet Summer Training/Advanced 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. Leadership
   • Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
   • Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
   • Proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
   • Proficiency in the principles of mission command
   • Proficiency in the elements of command and control (C2)
   • Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
   • Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
   • Proficiency in critical & creative thinking
3. Operations
   • Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
   • Proficiency in understanding the OE across all domains
   • Proficiency in sustainment functions supporting Army Operations
4. Training
   • Proficiency in planning, preparing, executing, and assessing training.

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
MS302 Applied Leadership in Small Unit Operations, is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership 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
platoon in the execution of a mission. It includes a Lab per week, using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre. 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 into 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 MS IV Cadets who will evaluate you using the Cadet Evaluation System (CER). 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 discussion and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Course Objectives
This course will focus on the following objectives:

- Creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- Proficiency in the Army leader attribute and competency categories
- Implementing and sustaining the fundamentals of development

Required Texts and Helpful Links
- Ranger Handbook: TC 3-21.76
- Selected Army Publications Directorate available online at: [http://www.apd.army.mil/](http://www.apd.army.mil/)
- ‘How to Win Friends and Influence People” by Dale Carnegie
- Army Combat Fitness Test (ACFT) [https://usacac.army.mil/node/2176](https://usacac.army.mil/node/2176)

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 points per</td>
<td>60 points</td>
</tr>
<tr>
<td>Class Participation (Subjective) (Engages the Group)</td>
<td>10 points per</td>
<td>120 points</td>
</tr>
<tr>
<td>Lab Participation</td>
<td>10 points per</td>
<td>140 points</td>
</tr>
<tr>
<td>Physical Training</td>
<td>10 points</td>
<td>520 points</td>
</tr>
<tr>
<td>Army Combat Fitness Test</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Myers-Briggs Test</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>‘How to Win Friends and Influence People’ Summary</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>FTX</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Talent Based Branching</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Accessions Paperwork</td>
<td>100 Points</td>
<td>100 Points</td>
</tr>
<tr>
<td>Advanced Camp Documents</td>
<td>100 Points</td>
<td>100 Points</td>
</tr>
<tr>
<td>Leadership Self-Assessment</td>
<td>100 Points</td>
<td>100 Points</td>
</tr>
<tr>
<td>Counseling Statement</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>CC 104-R Planned Academic Program Worksheet</td>
<td>100 points</td>
<td>100 points</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>1940 points</strong></td>
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</tbody>
</table>

Failing to submit an assignment on time will result in the reduction of one letter grade, per day, until submitted.

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

**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 10 points each)**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Levels of Achievement – Class Preparation &amp; Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exemplary</td>
<td>Proficient</td>
</tr>
<tr>
<td>Basic</td>
<td>Emerging</td>
</tr>
<tr>
<td>Classroom Focus, Discussion &amp; Activity Participation</td>
<td>5 points</td>
</tr>
<tr>
<td>• Overall, consistent contributions that significantly reveal familiarity with readings and capacity to listen,</td>
<td>4 points</td>
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<tr>
<td>• Overall, contributions that adequately reveal familiarity with readings and capacity to listen, incorporate, synthesize</td>
<td>3 points</td>
</tr>
<tr>
<td>• Overall, contributions that reveal limited familiarity with readings and capacity to listen, incorporate, synthesize</td>
<td>2 to 0 points</td>
</tr>
<tr>
<td>• Overall, contributions are incomplete in regard to familiarity with readings or capacity listen, incorporate, synthesize</td>
<td></td>
</tr>
</tbody>
</table>
## Levels of Achievement – Class Preparation & Participation

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exemplary</th>
<th>Proficient</th>
<th>Basic</th>
<th>Emerging</th>
</tr>
</thead>
<tbody>
<tr>
<td>incorporate, synthesize and constructively analyze text, classmate, &amp;</td>
<td>and constructively analyze text, classmate, &amp; instructor comments</td>
<td>and constructively analyze text, classmate, &amp; instructor comments</td>
<td>synthesize and constructively analyze text, classmate, &amp; instructor</td>
<td></td>
</tr>
<tr>
<td>instructor comments</td>
<td>• Contributes consistently and at a high-level of quality to the elements</td>
<td>• Contributes in a limited fashion to the elements of the course</td>
<td>comments</td>
<td></td>
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<tr>
<td></td>
<td>of the course</td>
<td>• Mostly follows appropriate use of cell phone &amp; electronic devices</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Follows appropriate use of cell phone &amp; electronic devices</td>
<td>• Does not follow appropriate use of cell phone and electronic devices</td>
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</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 (14 days X 10 points each)**

All cadets must participate in the Leadership Laboratory sessions. Labs will occur every Thursday from 0830–1025 hours. Primary location is Lake Alice 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. Attending Raiders Lab satisfies this requirement with prior coordination.

### General Lab Schedule

<table>
<thead>
<tr>
<th>LAB 01</th>
<th>14 JAN Ambush (Planning)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAB 02</td>
<td>21 JAN Ambush</td>
</tr>
<tr>
<td>LAB 03</td>
<td>28 JAN MTC (Planning)</td>
</tr>
<tr>
<td>LAB 04</td>
<td>04 FEB MTC</td>
</tr>
<tr>
<td>LAB 05</td>
<td>11 FEB Platoon Attack (Planning)</td>
</tr>
<tr>
<td>LAB 06</td>
<td>18 FEB Platoon Attack</td>
</tr>
<tr>
<td>LAB 07</td>
<td>25 FEB Raid (Planning)</td>
</tr>
<tr>
<td>LAB 08</td>
<td>04 MAR Raid</td>
</tr>
<tr>
<td>LAB 09</td>
<td>11 MAR Patrol Bases</td>
</tr>
<tr>
<td>LAB 10</td>
<td>25 MAR Area Defense</td>
</tr>
<tr>
<td>LAB 11</td>
<td>01 APR Mission TBD</td>
</tr>
<tr>
<td>LAB 12</td>
<td>08 APR Retrain</td>
</tr>
</tbody>
</table>
Physical Fitness Participation (52 days x 10 points each)
All cadets will participate in physical training (PT). PT will occur Tuesday through Friday from 0600-0700. The primary location is the Gate 1 at the O’Connell Center. The MS IV Chain of Command will publish the PT schedule for the semester.

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 Combat Fitness Test (100 points)
As a future officer, you are expected to set the example for the physical fitness according to Army regulations. You will be required to take a diagnostic ACFT at the beginning of the spring semester and a record ACFT at the end of the semester.

Myers-Briggs Test (100 points)
You will answer an online introspective self-report questionnaire. This inventory is designed to indicate psychological preferences in how people perceive the world and make decisions. Write a short summary on your personality findings and how you can use them to be a more effective leader.

‘How to Win Friends and Influence People’ Summary (100 points)
The review paper will be in the form of a 1-page synopsis addressing the following: The author’s main points or theories; why the author feels understanding this concept is so significant; and how you can apply these ideas as a future leader. Support your ideas with relevant examples. This report will be due prior to the end of the semester.

Field Training Exercise (FTX) (100 points)
You will participate in the Combined FTX on a date TBD at Camp. This is a mandatory event for all MSIII Cadets. Failure to attend the FTXs without a valid clearance (approved by the instructor in advance) will negatively affect your final grade. Notify SFC Leahart AND SFC Weaver at least one month in advance, if there is a conflict due to class and or exams.

Leadership Self-Assessment (100 points)
Using the assigned readings for MS302L08 Leadership Self-Assessment/Inventory (SH.docx and SR.pdf), the information you just discussed in your small group practical exercise (PE1), and the attached Leadership Traits Questionnaires (four total), rate
yourself and three of your Cadet-peers (assigned to you by your Cadre instructor), per the instructions. Be totally honest with yourself and your peers as you assess yourself and their leadership traits. This homework assignment is due at the beginning of your next class to the Instructor/Cadre

**Counseling Statement (100 points)**
You will prepare a leadership counseling based on the scenario provided in Canvas on the Department of the Army (DA) Form 4856.

**CC 104-R Planned Academic Program Worksheet (100 points)**
You will turn in an updated 104R to reflect your current GPA and the semesters remaining. Regardless if you turned a 104R in during the Fall Semester it will need to be updated to ensure 100% accuracy. If it is not turned in complete with your's, your academic advisor's, and the PMS's signature with all current information, ON THE CORRECT PDF FILLABLE FORM, by the due date, your grade will be recorded as a "0".

**Schedule of classes**
Canvas is the primary source of information regarding the course. Refer to Canvas for each weeks class content, assignments and readings.

**Grade distribution and Performance Definitions:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>93-100</td>
<td>A</td>
</tr>
<tr>
<td>90-92</td>
<td>A-</td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
</tr>
<tr>
<td>80-82</td>
<td>B-</td>
</tr>
<tr>
<td>77-79</td>
<td>C+</td>
</tr>
<tr>
<td>73-76</td>
<td>C</td>
</tr>
<tr>
<td>70-72</td>
<td>C-</td>
</tr>
<tr>
<td>67-69</td>
<td>D+</td>
</tr>
<tr>
<td>63-66</td>
<td>D</td>
</tr>
<tr>
<td>60-62</td>
<td>D-</td>
</tr>
<tr>
<td>59-0</td>
<td>E</td>
</tr>
</tbody>
</table>

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

**Policies and Procedures**

**Dress Code:**
Class: While in a Zoom Class cadets will be expected to wear clothing in good taste. Their backgrounds will be appropriate and will conduct themselves as future leaders at all times.

Lab: Army Combat Uniform (ACU), LCE (issued)
Physical TNG: Army Physical Fitness Uniform (issued)
Special Events: Army Service Uniform (ASU)

**Religious Accommodation**
- The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions, or to observe no religion at all
- The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health
- Requests for religious accommodation generally fall into five major areas:
  - Worship practices
  - Dietary practices
  - Medical practices
  - Wear and appearance of the uniform
  - Grooming practices
- For more information please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6

**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.

**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, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

**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 the office student accessibility services.

Student Accessibility Services  
A-170 Living Learning Center  
University of Vermont  
Burlington, Vermont 05405  
PH: 802-656-7753  
FAX: 802-656-0739
Sexual Discrimination

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

Discriminatory Harassment

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

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation. The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination. The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

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.

**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 cadre 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.

* 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.