

MILS 4302-110 & 4302-510, 10823, Company Grade Leadership

Spring 2022

Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

Military Science (MILS) 4302-110: Company Grade Leadership (10823)

Spring 2022

Warrior Hall Room 417 M/W 1100 – 1215 (11:00 am – 12:15 pm)

Military Science (MILS) 4302-510: Company Grade Lab (10823)

Spring 2022

W 1500-1800 (3:00 pm – 6:00 pm) Location varies

This course meets face-to-face with supplemental materials made available online through Blackboard www.rotc.blackboard.com

INSTRUCTOR AND CONTACT INFORMATION

MAJ Kyle A. SurrIDGE, Assistant Professor of Military Science

Heritage Hall, Room 216E

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Mr. Joseph M. Bruno, Senior Military Science Instructor

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Office Hours

Office Hours: M 0930 - 1030 & 1400 – 1500

Office Hours: W 0930-1030

Office Hours: T & TH 0930 - 1200 & 1330 – 1500

Office Hours: F 0930 – 1200 & 1330 – 1500

Senior Instructor - Student Interaction:

As this is the 21st Century and following how I have conducted myself throughout my years of military service, I will respond to emails, texts, or phone calls as quickly as possible, and I expect the same from the Cadets/Leaders in my class. My office hours are posted above; however, Cadets may always arrange for an appointment, as necessary. I will conduct my correspondence professionally and respectfully and expect the same in return – quite simply, it is expected of future Army Officers.

Emergency Warning System for Texas A&M University-Central Texas

SAFEZONE. SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:
 - o [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [https://apps.apple.com/app/safezone/id533054756]
 - o [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)
[https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
3. Complete your profile and accept the terms of service

COURSE INFORMATION

Course Overview

Our courses educate and establish the foundation of leadership characteristics and attributes, familiarization with Army organizational structures and functions, and leveraging Army systems critical to our profession. The course focuses on our profession should be approached in the same manner as all academic undertakings; ROTC is not an “elective.” Cadets must participate and develop themselves, or you will not succeed. All parts of our syllabus are tied to training and preparation for contracting, accessions, and commissioning.

Course Description

This is an academically challenging face-to-face setting where Cadets will develop the knowledge, skills, and abilities required of junior company-grade officers about the Army in Unified Land Operations and your future roles and responsibilities. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, short online lesson assessments, individual or group project essays, a mid-term exam, a final exam, oral presentations, and oral practicum.

Assessments will occur during practical classroom exercises, leadership lab, field training exercise (FTX), and classroom environment. Cadets will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from Cadre, PMS, and other MS IV Cadets who will evaluate you. You will be required to write peer evaluations and will receive feedback on your abilities as a leader. After this course, you will be able to plan, coordinate, navigate, motivate, and lead your platoon in future operational environments. Successful completion of this course will help prepare you for your post-commissioning core competencies associated with the Basic Officer Leadership Course (BOLC). Includes an MS IV led lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

Course Purpose/Promise

This course will prepare Cadets for BOLC B and their duties and responsibilities as a junior officer at their first unit of assignment. This course, along with MILS 4302 in the Spring Semester refines, ultimately completes the Cadet-to-Commissioned Officer transition. Therefore, this course aims to continue studying leadership and Army doctrine related to the six Army Learning Areas. This course will develop small unit leaders who possess the skills, knowledge, Army Values, and Warrior Ethos required for a Profession of Arms. This course will improve the critical thinking and learning skills required for future Army Officers through collaborative discussion.

Course Design

This course is designed to be student-centric with the instructor's onus of learning, facilitated by the instructor using the Socratic Method – NOT A LECTURE COURSE. The class will be interactively conducted face-to-face or virtual with ample opportunities for small group discussions and practical exercises. Everyone is responsible for contributing to the success of the learning experience. Army Officers are expected to be life-long learners who take responsibility and demonstrate personal initiative for their learning.

Course Objective or Goal

Course Objectives:

The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives 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 ALA's and Course Outcomes are:

1. Leadership and the Army Profession
 - Demonstrate proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Demonstrate proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Demonstrate proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
 - Demonstrate proficiency in the principles of mission command
 - Demonstrate proficiency in the elements of command and control (C2)
 - Demonstrate proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Demonstrate proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Demonstrate proficiency in critical & creative thinking
3. Operations

- Demonstrate proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
- Demonstrate proficiency in understanding the OE across all domains
- Demonstrate proficiency in sustainment functions supporting Army Operations

4. Training

- Proficiency in planning, preparing, executing, and assessing training

Required Reading and Textbook(s)

Required Text/Publications

<http://www.apd.army.mil/>

- Army Doctrine Publications (ADP)
- Army Doctrine Reference Publications (ADRP)
- Field Manuals (FM)
- Leader Guide (LG)
- Army Regulations (AR)
- Training Circulars (TC)
- Other Resources

<https://rotc.blackboard.com/webapps/portal/frameset.jsp>

- Cadet eBook
- Cadet Character Development Strategy (CCLDS)

COURSE REQUIREMENTS

In order for us to be successful, you must adequately complete your pre-class assignments to gain a better understanding of the foundation of each subject, participate as an active learner in class discussions and activities, and complete all course assignments. I will evaluate your progress in the learning objectives and provide feedback on your learning. Class reading requirements are included in the Appendix and available on the ROTC Blackboard; additionally, rubrics are provided upon the assigned lesson assessments and other Appendix. Note that Blackboard times are all in Eastern Standard Time. All issued lesson assessments are due @ 2230 CST on the default date of Sunday or otherwise noted after the period of instructions.

Grading Criteria Rubric and Conversion

Lesson Assessments (Papers/Projects/Oral Presentations/Quizzes)	40%
Class Participation (Class/Labs/FTX)	10%
Physical Training (Including Attendance)	10%
Midterm	20%
Final / Oral Practicum	20%

Class Participation: You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussions, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in-class exercises, leading lab exercises, and participating in the scheduled FTX.

Note: Contracted Cadets are required to participate in all ROTC activities, as stated in their contract. Participation in the FTX is a mandatory and graded event. Students who are unable to participate in the FTX, for whatever reason, must coordinate with the Senior Military Science Instructor to gain PMS approval for the absence and receive an alternate graded event.

Note: Cadets with verified graduation required course schedule conflict will immediately coordinate with the ROTC course instructor to make alternative arrangements if the course conflict cannot be resolved. Likewise, if a Cadet must miss a class, for whatever reason, they must coordinate with the instructor to make up the missed materials.

Leaders Eat Last Essay: Simon Sinek's Start with Why is an MS 402 reading assignment. The assignment includes three to five pages of paper connecting concepts from the book with the Army Leadership Requirements Model. The essay will be due to the instructor at the beginning of MS 402, Lesson 22.

The assignment requires you to read the book and be prepared to participate in a Leadership Development Discussion, including concepts from the MS 401 writing assignment on Leaders Eat Last at the conclusion of the discussion, you will write a personal statement of leadership that clarifies your Why.

Cadets can review the book either as a free Audio Book or purchase the book using book stipend money. The purchase cost on Amazon is minimal.

Leadership Philosophy Memorandum. Write an approximate two-page memorandum for record outlining your leadership philosophy as Platoon Leaders. The length will vary, but it is formatted per AR 25-50, Preparing and Managing Correspondence. Your memorandum shall address the following and submitted using Blackboard.

- Personal philosophies
- Leadership philosophy
- Leader philosophy

Midterm Exam: A take-home (online via Blackboard) midterm exam covering the first half of the semester will assess your knowledge achieved throughout the 1st half of the semester as well as your ability to reference material from Army doctrine. The midterm exam may consist of any combination of true/false, fill in the blank, jumbled sentences, matching, and complete the sentence or multiple-choice type questions. Questions will come from readings, lectures, and class discussions. This is an individual assessment; as such, you will not collaborate with anyone else though you may use any other resource available to you. Likewise, a group project assignment may be in addition to the exam. The midterm exam is worth 20%.

Final Exam: A take-home (online via Blackboard), oral practicum, and or term project essay may consist of the final exam covering all material throughout the semester, will assess your knowledge achieved throughout the semester as well as your ability to reference material from Army doctrine. The final exam may consist of any combination of true/false, fill in the blank, jumbled sentences, matching, complete the sentence, or multiple-choice type questions. Questions will come from readings, lectures, and class discussions. This is an individual assessment; as such, you will not collaborate with anyone else though you may use any other

resource available to you. The final exam is worth 20%.

Policies and Procedures

Submitting Assignments, Late Policy Assignments & Electronic Submission: In all courses, electronic submission of assignments occurs through ROTC Blackboard; it is the student's responsibility to ensure that the PMS or Senior instructor receives the assignment by the established due date and the assignment submission occurs in the proper folder and the correct version.

Late Assignments: Assignments shall be submitted on the due date to receive full credit. The following scale will determine the penalty for unexcused late assignments:

- For each day or part thereof late of the submission, a reduction of the assigned scoring by 10%; per day on all late assessments; however, the highest possible grade percent is 60% or zero for non-submission. Subsequently, the Cadet will submit a memorandum for the record requesting to open any submission folder past the due date.
- Submission dates may be extended in exceptional circumstances; students must apply for an extension in writing using the standard Army memorandum and stating the reasons for seeking the extension or the request to open any submission folder past the due date.

Quizzes: Several quizzes issued in various forms will be given throughout the semester to reinforce learning objectives. Quizzes may be on Blackboard as take-home assignments or proctored in class. Pay attention to the due dates and allowed attempts. Quizzes are part of the overall Lesson Assessments that are worth 40% of the final grade.

Current Event Briefs: Cadets will present a brief summation of daily current events that are relevant to the class as ROTC Cadets and future Army leaders. Cadets will ascertain those events from the day's news of local, US | World | current branch or S1Net, military, political, or societal significance that impacts the Department of Defense and the Cadets themselves. The briefing presentations will last no more than 5 minutes.

Papers and Directed Learning Assessments: I will assign various papers and other learning assessment projects throughout the semester. Expect to complete several post-class writing assignments; these assignments will be discussed on different dates throughout the semester. The written assignments will be graded on content, grammar, and punctuation. These will account for 40% of the final grade. Additionally, Cadets are required to cite any paraphrases, quotations, or support for Cadet opinions/assertions, providing appropriate references on the references page. Format each assigned paper according to APA 6th guidelines for writing assignments.

Grade distribution and Performance Definitions:

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F <60%

Policy on Attendance: Due to the course's collaborative nature, the corresponding sequence of activities, and the significance of your career as an Army Officer, Cadets must attend all classes and labs. All Cadets will notify both the Cadet Chain of Command and the Cadre Chain of Command before absence from any ROTC training events. Notification to the Cadet Chain of Command is for accountability purposes only and cannot gain excusal from training event(s). Only Cadre members may excuse a Cadet from any training event, not Cadets. The course instructor will make the final determination of whether an absence is excused or not. Cadets shall obtain prior approval from the Cadre CoC for absences due to exceptional circumstances (i.e., illness, family emergencies, etc.) unless an exceptional circumstance exists and notifies the PMS or the appropriate Cadre staffing elements or by university email, phone call, or by text and addressing the 5ws.

Subsequently, the proper documentation or a memorandum for record detailing the reason(s) for the absence approval is required before departure of the excused absent or WITHIN 72 hours upon the Cadet returning from the excused event. Likewise, the memorandum of record or a point paper will address the following: the Cadet, the class, or event. Failure to provide the proper documentation is noted as an unexcused absence. All other unexcused absences are recorded on the DA-4856 counseling form.

Excused absences include, but are not limited to, personal and family emergencies, inclement weather conditions, bona fide medical needs, approved ROTC extracurricular activities, and officially approved representation of the university at sanctioned events. For any other reason, absences will be addressed on a case-by-case basis; they will generally be considered unexcused. More importantly, every Cadet's responsibility is to make up any academic assignments and or exams missed due to participation in ROTC events, required training, and or authorized excused absences. Cadets must plan in order to balance the rigors of Academics and ROTC Training. Studying for other NON-ROTC upcoming EXAMS will not be an approved reason to be absent from scheduled ROTC training, labs, or classes.

PMS or the Senior Military Science Instructors will have the authority to authorize absences at their discretion for regular military science classes. The PMS or the designated representative is the sole approval authority for absences from any leadership laboratory and/or FTXs. Therefore, unless written or verbal approval for absence is granted in advance, the Cadet's absence will be considered unexcused, and the appropriate deductions awarded to the Cadet's grades. Repeated absence/unexcused offenses are referred to as the PMS for consideration of dismissal from the program. Cadets with excessive unapproved absences are subject to the ROTC Program's disenrollment based on displaying an indifferent attitude, apathy, and/or failure to train.

Failure to make prior arrangements and provide timely information to Cadre CoC and the Military Science Instructors will affect the Cadet's grade.

- 1-3 unexcused absences from any ROTC training event/classes will result in a drop of 1 letter grade for the missed ROTC events/classes and written developmental counseling for negative impact/potential suspension of benefits/disenrollment.
- 4-6 unexcused absences from any ROTC training event/classes will result in the award of 0 pts for the missed ROTC events/classes and written developmental counseling for negative impact/potential suspension of benefits/disenrollment.
- 7 or greater unexcused absences from any ROTC training event/classes will result in an automatic F for the class and written developmental counseling for a recommendation of disenrollment from ROTC.

Uniforms and Appearance: You are expected to wear the OCP (Operational Camouflage Pattern) to all classes and labs unless directed by the Professor of Military Science or the Assistant Professor of Military Science. Adhere to Army Regulation 670-1 and associated ALARACT messages concerning uniforms and appearance changes. Cadets may be authorized to wear the distinctive school polo/collar shirt with casual business pants or other tasteful business civilian attire on the designated date.

What is Business Casual for Men?

- For men, button-downs or polo shirts. Typically, long-sleeved collared shirts are the most appropriate
- While not always necessary, wearing a well-cut blazer or jacket adds an extra professional touch to one's ensemble
- No-Blue jeans, the recommendation is dress slack or chino pants (commonly known as khakis)
- Loafers or dress shoes are always appropriate. Avoid sandals and running sneakers.

What is Business Casual for Women?

- Dress pants, chinos, or suit pants are always appropriate
- As a second choice, short-sleeved polo's or ironed blouse
- Closed-toe heels, flats, or loafers are typically the order of the day, no running shoes

COURSE OUTLINE AND CALENDAR

Overview of Class Sessions

<i>MS402-L01</i>	<i>Course Overview Oral Practicum Assignment</i>
MS402-L02	Introduction to Battle Analysis
MS402-L03	The Armed Forces of the United States
MS402-L04	Regionally Aligned Forces I: The OE in NORTHCOM / SOUTHCOM
MS402-L05	Regionally Aligned Forces II: The OE in EUROM / INDOPACOM

MS402-L06	Regionally Aligned Forces III: The OE in CENTCOM / AFRICOM
MS402-L07	US Army Organizations
MS402-L08	Army Enablers and Capabilities
MS402-L09	Unified Land Operations I (Offense)
MS402-L10	Unified Land Operations II (Defense)
MS402-L11	Unified Land Operations III (Stability)
MS402-L12	Unified Land Operations IV (DSCA)
MS402-L13	Lieutenants in the Brigade Combat Team
MS402-L14	Lieutenants in the Brigade Combat Team
MS402-L15	Mid Term Exam
MS402-L16	Platoon Leadership
MS402-L17	Expanding your Sphere of Influence
MS402-L18	Preventing Counterproductive Leadership
MS402-L19	Taking Charge 1 (Initial Expectations and Responsibilities)
MS402-L20	Taking Charge 2 (Your NCO Leadership)
MS402-L21	Taking Charge 3 (Your Relationship with Your PLT)
MS402-L22	Leadership Development Discussion: Leader's Eat Last and Start with Why
MS402-L23	Secondary Responsibilities / Additional Duties
MS402-L24	Army Installation Resources/Individual and Family Readiness
MS402-L25	Unit Readiness I
MS402-L26	Unit Readiness II - Supply
MS402-L27	Unit Readiness III - Maintenance
MS402-L28	Battle Analysis Presentations
MS402-L29	Battle Analysis Presentations
MS402-L30	Staff Ride Presentation
MS402-L31	Oral Practicum/Final
MS402-L32	Oral Practicum/Final
MS402-L33	Oral Practicum
MS402-L34	Oral Practicum
MS402-L35	BOLC B Overview
MS402-L36	Army ROTC Program Survey (AAR)

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

Other Technology Support

For log-in problems, students should contact Help Desk Central, 24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2FSubmit%2FForm%2FStart%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the

Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html), [<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Warrior Center for Student Success, Equity and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html) [<https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing WarriorCenter@tamuct.edu.

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](https://tutormatchingservice.com/TAMUCT) [https://tutormatchingservice.com/TAMUCT] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. For the Spring 2022 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. [Schedule an appointment here](https://tamuct.libcal.com/appointments/?g=6956) [https://tamuct.libcal.com/appointments/?g=6956]. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

OPTIONAL POLICY STATEMENTS

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Inappropriate Relationships

Per Army Directive (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 DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a)-(n) of DoDI 1304.33 and also listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in the instruction. As a minimum the form will be retained in the trainer's record while they are assigned to training duty and will be revalidated annually.

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

(3) Trainees will sign a DD Form 2983 acknowledging their understanding and responsibilities as outlined in DoDI 1304.33, no later than the first day of entry-level training. As a minimum, the form will be retained in the trainees file until the trainee detaches from the training command or school.

Online 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 individual's (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.

Refer to AR 600-20, para 1-4, 4-19 and Chapter 7 and AR 600-100 for more information.

Diversity and Inclusion

Initiate a Dialogue and Keep it Up. Nationwide protests following the death of George Floyd renewed the urgency for open conversations on tough topics like race, and at TRADOC we are committed to having the dialogue. I recognize each Soldier, Civilian, and Family Member may perceive and react to the current unrest and other societal situations differently. The TRADOC Leadership Team is here to support the entire TRADOC Family. Open dialogue is critical to helping all of us understand and support each other. At every level and in every position, I expect you to talk to your teammates, work harder to listen and gain a better understanding of different points of view, and seek a better perspective that allows us to see the world through their eyes.

Assess our Policies and Programs. The Army and TRADOC must continue to be a national leader in providing equitable and inclusive opportunities and find ways to eliminate any subcultures that threaten our Army Values. We will conduct a thorough review of our internal policies and programs for potential unintended effects or biases. We will also look for better ways to use existing feedback mechanisms such as the Command Climate Survey, Staff Assistance Visits, Special Emphasis Programs, and Focus Groups to better understand perceptions of the workforce regarding race, color, national origin, religion, sex, age, disability, or genetic information. Most importantly, we will take action on the findings and remain committed to creating more opportunity for our entire workforce.

Continue to Increase Diversity of our Total Force. The Army must make acquiring, developing, employing, retaining, and understanding the needs of its diverse force the centerpiece of its competitive advantage or risk losing the war for talent to other entities. Accessions is a major component of our mission. We are ALL on the front lines of ensuring our Army is representative of the country we serve.

Change the Way We Train. Every leader must strive to be more socially aware, compassionate, relate to subordinates and peers, identify discrimination and prejudice, and resolve issues at the lowest level.

For updated information, please refer to AR 600-20, Army Command Policy.

Suicide Prevention

ACE

Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional