

Department of Military Science Student Learning Outcomes (SLO)

Each of the five learning tracks in the Basic Officer Leader Course I (BOLC I) ROTC Military Science and Leadership (MSL) Curriculum has sub-sections that are reiterated and developed progressively throughout the MSL courses. The US Army has long recognized the importance of an effective leader who fully embodies the leadership ethos, who is fully committed to being a lifelong learner of leadership as a process and journey rather than a destination, and who has the professional acumen to put this leadership into action in an effective, value-added manner regardless of the challenges faced in the fast-paced, ever-changing Current Operating Environment (COE).

1. Leadership Track

- *Leadership Attributes* are used throughout the curriculum as a graphic organizer for developing a basic knowledge of leader dimensions. Because attributes represent the “*Be*” of Army leaders, the implicit focus throughout the curriculum is on the importance of personal discipline in controlling the mental, physical, and emotional dimensions of life.

- *Leadership Skills* (interpersonal, conceptual, technical, and tactical) are defined and illustrated as they apply to direct (tactical), organizational (operational), and strategic levels of leader responsibility. The course of study as a whole is designed to challenge and develop the interpersonal (communication, motivation, team building), conceptual (leadership theories, critical thinking, problem solving), technical (using equipment, predicting effects), and tactical (ordered arrangement and maneuver of combat elements) skills of the leader. This knowledge base represents the “*Know*” of Army leadership.

- *Leadership Actions* teach Cadets to become increasingly aware of their own leadership behaviors, including their strengths and weaknesses. Cadets practice leadership actions in labs and other battalion leadership opportunities. They receive systematic, expert, and peer feedback on their performance in leadership roles through Cadet Command’s comprehensive Leadership Development Program (LDP). Leadership actions represent the “*Do*” of Army leadership.

Track End State: As 2LTs, ROTC Graduates Will...

- Embody All Dimensions of the Army Leadership Framework
- Make Sound and Timely Decisions
- Develop and Motivate Subordinates, Teams, and Units
- Derive Lessons Learned from Military History and Apply Insights to the COE
- Analyze, Manage, and Adapt to Change in Complex Environments

Track Progression:

- MSL I Cadets learn the Army leadership framework.
- MSL II Cadets explore the theoretical basis of Army leadership.
- MSL III Cadets apply tactical leadership at squad and platoon levels and receive LDP evaluations.
- MSL IV Cadets hone their leadership skills as they plan, conduct, and evaluate all

ROTC

training and other activities.

2. Personal Development Track

- *Health and Physical Fitness* are essential for Army leaders. Every Cadet who seeks to become an officer must be able to demonstrate an exceptional level of physical fitness, stamina, and mental toughness.

- *Communication Skills* are essential for success in any leadership arena. For Army officers,

however, the effectiveness of a written or oral message can mean the difference between life and death and mission success or failure.

- *Personal Management Skills* include developing goals, mission statements, and vision statements, plus the use of time and stress management techniques in the process of achieving one's goals.
- *Adaptability* to negotiate and navigate through situations in which complex factors interact and change constantly is an aspect of personal development that is reinforced in cadets as they progress through the leadership opportunities both within ROTC and beyond.

Track End State: As 2LTs, ROTC Graduates Will...

- Establish Goals and Priorities for Action
- Organize Time Resources Appropriately
- Communicate Effectively with Commanders, Subordinates, and Civilians
- Develop and Manage Physical Health and Well-Being of Self, Subordinates, and Families
- Recognize and Manage Stress at Individual and Unit Levels

Track Progression:

- MSL I Cadets develop personal management skills to acclimate to the college lifestyle.
- MSL II Cadets apply communication and personal organizational skills.
- MSL III Cadets apply personal development skills in leading small-unit tactical operations.
- MSL IV Cadets demonstrate personal skills in leading battalion operations while also preparing for their personal transition to an Army career.

3. Values and Ethics Track

- *Army Values.* Character development is an implicit aspect of the ROTC curriculum. Cadets are challenged throughout the course of study to recognize and model the seven Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage (LDRSHIP). Cadets are expected to demonstrate these values in their daily interactions with others. Values form the foundation for Army leadership.
- *Professional Ethics.* In addition to the Army values, military codes and regulations govern ethical behavior and decision making. Cadets apply ethical decision making during case studies and historical vignettes.
- *Warrior Ethos* is embedded in case studies and historical vignettes throughout the curriculum. Cadre members discuss the four basic principles of the Warrior Ethos—place the mission first, refuse to accept defeat, never quit, and never leave a fallen comrade—whenever possible. Cadets apply the Warrior Ethos to increasingly complex situations as they progress.

Track End State: As 2LTs, ROTC Graduates Will...

- Internalize and Model the Seven Army Values
- Embody the Warrior Ethos
- Exhibit Military Professional Ethics
- Incorporate the Law of Land Warfare and Derived Rules of Engagement into All Tactical Operations and Training
- Describe, Honor, and Enforce Army Command Policies for Interpersonal Relationships

Track Progression:

- MSL I Cadets learn the seven Army values, Soldier's Creed, and Warrior Ethos.
- MSL II Cadets apply Army values and Warrior Ethos to the Army's Consideration of Others program.

- MSL III Cadets learn rules of engagement and Law of Land Warfare and model Army values in small unit leadership.
- MSL IV Cadets explore military professional ethics and ethical decision making.

4. Officership Track

- *The Army as a Profession.* Through classroom instruction and other ROTC experiences, Cadets gain an understanding of all aspects of Army officership, from how to show respect to fellow service members to the future of Army force structure. Cadets become familiar with the full spectrum of Army operations.
- *Cultural Awareness.* Case studies and vignettes help Cadets understand the cultural aspects of military operations, both at home and abroad.
- *Military Heritage.* Cadre members teach and model military heritage through daily performance and contact, lab exercises, ceremonies, and interpersonal interactions throughout the ROTC curriculum.
- *Military History.* Cadets review vignettes and case studies, which provide opportunities for critical thinking in evaluating matters such as tactics, leadership styles, problem solving and decision making.
- *Management and Administration.* Cadets learn Army programs, policies, and procedures related to areas such as organization, human resources management, administration, training, and facilities in order to support Army operations.

Track End State:

As 2LTs, ROTC Graduates Will...

- Embody the Traditions, Customs, and Courtesies of the Army
- Apply the Principles of War to Offensive, Defensive, and Stability and Support Operations (SASO)
- Analyze the Impact of Cultural Factors on Army Operations
- Plan, Execute, and Assess Training to Maintain Unit Readiness
- Understand the Force Structure of the Modern Army
- Identify Army Resources Available for Officer, Soldier, and Family Support

Track Progression:

- MSL I cadets learn Army and Cadet rank structure, roles, and traditions.
- MSL II cadets learn terrorism awareness and Principles of War.
- MSL III cadets apply knowledge of full-spectrum operations, including SASO, and examine Army branches and accessions.
- MSL IV cadets prepare for the transition to a career as an Army officer as they perform Cadet battalion leadership roles and gain knowledge in all topics related to officership.

5. Tactics and Techniques Track

Cadets learn *tactical operations* as they grow from participating in to leading tactical exercises. By the MSL IV level, Cadets shift from mastering an understanding of tactical operations to teaching others to learn and master these operations through in-depth study and experiential leadership opportunities. Through Leadership Labs, Cadets develop and demonstrate a proficient understanding and ability to perform basic land navigation, troop-leading, and squad tactics operations.

Track End State: As 2LTs, ROTC Graduates Will...

- Plan and Execute Platoon Tactical Operations in the COE
- Successfully Accomplish Missions through Application of the Troop Leading Procedures

- Apply Land Navigation and Terrain Analysis Techniques to Move Tactically in Small Unit Operations
- Demonstrate Proficiency in Individual and Collective Tasks and Battle Drills
- Maintain Operational Security, Force Protection, and Terrorism Awareness While Conducting Full-Spectrum Operations

Track Progression:

- MSL I Cadets learn basic map reading, land navigation, and individual movement techniques.
- MSL II Cadets learn terrain analysis, land navigation, problem solving, troop leading procedures, squad movements, battle drills, and operation orders.
- MSL III Cadets practice small unit operations through squad and platoon leadership exercises.
- MSL IV Cadets evaluate and develop MSL III cadets' tactical skills and examine issues of force protection in the contemporary operating environment.