

**135. Distributed Software Architecture.**

Software architectures, programming models, and programming environments pertinent to developing web applications. Topics include network protocols, client-server model, multi-tier software architecture, client-side scripting (e.g., JavaScript), server-side programming (e.g., Servlets and JavaServer Pages), component reuse (e.g., JavaBeans), database connectivity (e.g., JDBC), web servers, and developing web applications. Prerequisite: Computer Science 60. Second semester. A. Lee.

**181. Special Topics in Computer Science.**

Selected topics in computer science. May be repeated for credit. Permission of instructor required. (Not offered in 2005-2006.)

## MILITARY SCIENCE AND LEADERSHIP

Military Science and Leadership courses are open to students having an interest in physical and mental challenges, organizational leadership, management, history, and the military as a profession. Military Science and Leadership (MSL) courses are the path to receiving an active or reserve Army commission and a three or four year tour of service as an officer leader. Students may compete for scholarships through the Army ROTC Program. (See “Scholarships” for further information.) Students in the Military Science and Leadership program attend one to three hours of formal instruction and one two-hour leadership laboratory per week. Students also enroll in physical training three times a week.

Participation in the Reserve Officer Training Corps (ROTC) and the signing of an agreement for military service following graduation are not required for taking the freshman and sophomore military science and leadership courses (101a, 101b, and 102a, 102b). These courses are excellent opportunities for students interested in gaining leadership experience. All students interested in attending the Army’s Leadership Training Program in the summer are highly encouraged to enroll in MSL 102b.

### The Faculty

Professor: Douville (Chair); Assistant Professors: Fitch, Hudick, Kirkland, and Schleuning

## Courses

**1a. Analysis of Key 20th-Century Battles.**

Once a basic understanding of America’s current National Security Strategy and doctrinal war fighting principles is established, students will analyze selected battles in World War I, World War II, the Korean Conflict, the Viet Nam Conflict and the Middle East (Operations Desert Storm, Enduring Freedom and Iraqi Freedom). Analysis will focus on the decisions made by commanders, forces employed, strategies used, intelligence available & acted on, materiel & technology employed, and logistics challenges. Extensive student discussion is included in each class. One-half course credit. First and second semester. Douville and Kirkland

**89. Riflery and Orienteering.**

The purpose of this course is to introduce students to the fundamentals, principles and techniques of safe rifle/pistol marksmanship and to instruct and practice using a map and compass to navigate between checkpoints along an unfamiliar course. This course will give beginners an awareness of firearms safety and an appreciation for the sport of shooting and instruction and application of basic foot navigation skills. Physical education (PE) credit. First and second semester. Staff.

**99. Army Physical Training Program.**

This course is designed on the Army’s current physical fitness training philosophy of cardiorespiratory endurance, muscular strength and endurance, flexibility and body composition training. It includes a wide variety of events to include: unit distance runs and ability groups, circuit training, upper and lower body strength drills, swimming, and road marching. The course helps to instill the fundamentals of conditioning and expose students to a variety of conditioning drills that can be incorporated into an individual fitness program for life. Additionally, the course teaches team building and esprit de corps utilizing standard Army training doctrine. Physical education (PE) credit. First and second semester. Staff

**101a. The Basics of Leadership A.**

The purpose of this course is to introduce the student to the issues and competencies that are central to a commissioned officer's responsibilities. Initial lessons establish a framework for understanding officership, leadership, and Army values. Additionally, the course addresses life skills including fitness and time management. It is designed to give the student accurate insight into the Army profession and the officer's role within the Army. Leadership lab and *MSL 99. Army Physical Training Program* is required for all cadets. No credit. First semester. Kirkland

**101b. The Basics of Leadership B.**

This course expands upon the fundamentals introduced in the previous term by focusing on communications, leadership, and problem solving. It is designed to build on the experience of the first term and further broaden the introduction to the Army as well as to leadership skills and the life skills needed by an Army officer. First, the student will be introduced to communications principles of military briefings and effective writing. These skills will serve the student well in an Army or professional career. Next, the course will introduce the student to problem solving, including methodologies that can be used in daily life. Next, the student will be introduced to goal setting and how to determine goals in his/her life. This is followed by lessons on communication, including ways to improve listening and speaking skills, as well as counseling. Finally, several lessons provide a broad overview of physical well-being and life in the Army, including the employment benefits provided and work experiences of junior officers. Leadership lab and *MSL 99. Army Physical Training Program* is required for all cadets. No credit. Second semester. Kirkland

**102a. Introduction to Military Operations and Leadership A .**

Students identify successful leadership characteristics through observation of others and self through experiential learning exercises. They record observed traits (good and bad) in a dimensional leadership journal and discuss observations in small group settings. Students are also focused on the building of student character and on direct physical experiences. These physical experiences give students the opportunity to apply and practice the beginning stages in the principles leadership skills. Furthermore, these leadership principles are tested by situational exercises designed enhance student interaction and self-improvement to develop improved leadership traits. Leadership lab and *MSL 99. Army Physical Training Program* is required for all cadets. One-half course credit. First semester. Kirkland

**102b. Introduction to Military Operations and Leadership B.**

This course provides basic leadership and technical skills of military operations. Students learn leadership, order preparation, problem analysis, backward planning, oral and written communication concepts and skills. Students develop strategies to allocate scarce resources such as time, personnel, and equipment, to accomplish team goals and objectives. Constant feedback on small group leadership identifies and develops both technical, tactical and leadership problem areas. Technical skills developed include land navigation, basic infantry tactics, communications and orders processes. Highly recommended for all students interested in attending the Army's Leadership Training Program in the summer. Participation in Leadership Laboratory required. One-half course credit. Second semester. Kirkland

**103a. Intermediate Leadership and Management A.**

This course is designed to enable a student with prior military or cadet experience to quickly learn essential cadet knowledge and skills necessary for integration into the cadet battalion and successful performance of key cadet tasks. First you will be introduced to the Leader Development Program that will be used to evaluate your leadership performance and provide you developmental feedback for the rest of your cadet years. Next, you will be introduced to the principles of physical fitness and healthy lifestyle so that you may effectively work to improve or maintain your physical fitness from the very beginning of the term. This is followed by a block of instruction is the Army's Troop Leading Procedures (TLP) and Army Operations Orders (OPORDs). The course then focuses on Officership and the ethical component of Army leadership. To help prepare you for your responsibilities in teaching and participating in Military Science and Leadership Labs, you will then be taught basic tactical principles and problem solving. Leadership lab and *MSL 99. Army Physical Training Program* is required for all cadets. One-half course credit. Prerequisite: MSL 102b, or permission of instructor. First semester. Schleuning.

**103b. Intermediate Leadership and Management B.**

This course builds upon the information covered in MSL 103a. The Army's Troop Leading Procedures (TLP) are incorporated in every class. The course starts with patrolling to establish a basis for leadership evaluations during labs. Focus then shifts to training and summer training events. Turning to communications, the course emphasizes written and oral communications techniques. Students then will present oral briefings on the Army Branches, in order to analyze career choices and exercise oral presenta-

tion skills. The course then focuses on Officership and the ethical component of Army leadership – specifically Ethical Decision Making. We then turn to Leadership theory and application, to include the Leadership Framework and Group Dynamics. The course, and the year, concludes with an Officership Case Study tracing the evolution of the Officer Corps from the Vietnam era through the first Gulf War. All of this prepares the student for entry into MSL 104 courses and providing leadership to the remainder of the ROTC Cadets their senior year. Leadership lab and MSL 99 Army Physical Training Program is required for all cadets. One-half course credit. Prerequisite: MSL103a, or permission of instructor. Second semester. Schleuning.

#### **104a. Advanced Leadership and Management A.**

This course develops leadership, technical, and tactical skills. Participants conduct practical exercises and cadre assess their acquired skills. Students use a team approach as they take charge of teaching, planning, organizing, and writing detailed directions and orders. Students are assigned cadet command and staff positions. They plan and supervise several activities from a middle manager level, synchronizing the execution for optimum performance. The course also includes study of combat leadership, as well as administration, training, logistics allocation, and management concepts. Participation in Leadership Laboratory required. One-half course credit. Prerequisites: MSL 103a and 103b, or permission of instructor. First semester. Douville

#### **104b. Advanced Leadership and Management B.**

This course completes the sequence of ROTC courses and culminates with detailed, professionally written documents, synchronized training activities, project management, and supervision of up to 150 students during stand alone training. This course requires teaching, assessing, planning, organizing, resourcing, and executing a number of training activities. Additional concepts explored are military ethics, law of war, just war theory, and counseling techniques, as well as the allocation and management of resources. Participation in Leadership Laboratory required. One-half course credit. Prerequisite: MSL 104a, or permission of instructor. Second semester. Douville

#### **130. U.S. and Comparative Military Systems.**

This seminar course deals with the nature of military systems and their relationships with the societies they serve (or dominate). Each week the course will consider a different aspect of “things military” in a comparative context. While the course will appeal to some sociology, government, and political science students, it has a strong historical dimension, as it always asks: “how did it come to pass that...” The literature and issues the course will consider concern: early mankind’s record of warfare, the social origins of military personnel, their recruitment, their training, and the process of value inculcation; inter- and intra-service rivalries; the nature of combat; mutinies; civil-military relations; coups d’état; the role of the military in “nation-building;” veterans and the consequences/impact of military service. The course will also cover a lesson on a related topic: the laws of warfare, “crises of conscience,” and war-crimes. About a quarter of the readings each week concern the United States experience, in order that students can compare/contrast that experience to those of other states and gain greater insight into what is typical and what is somewhat distinctive about the evolving military institutions and civil-military relationships of the United States. Also listed as History 130. Second semester. Kirkland