

Reserve Officers' Training Corps (ROTC)

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Army ROTC

The Department of Military Science at Seton Hall University contributes to Fairleigh Dickinson University's effort of developing and educating global, adaptable, strategically thinking and flexible leaders of tomorrow by administering the Army Reserve Officer Training Corps (ROTC) program. Through the ROTC program's course work and practical experience, students will develop decision-making, team-building and time-management skills — leadership qualities that are essential to success in any field and are highly valued in the private sector. The program provides an opportunity to examine service in the United States Army while earning a baccalaureate degree.

A student who completes the program may earn a commission in the Regular Army, Army Reserve or National Guard. Students may participate in the first two years of Army ROTC with no commitment to military service. Completing the program guarantees a student a job upon graduation serving in career fields like the Nurse Corps, aviation, engineer, infantry, military intelligence and the Signal Corps, to name a few.

Students may choose to major in any academic discipline, as long as it leads toward a baccalaureate or graduate degree.

The Army ROTC program is divided into two parts, the Basic Course and the Advanced Course.

Most courses are acceptable as elective subjects (see "Credits Toward a Degree") or a student can follow a prescribed curriculum leading to a commission as an officer in the U.S. Army. The courses are designed to aid students by providing leadership and management experience; providing opportunity for a military career; developing self-discipline, physical stamina and poise; enhancing development of management skills; developing qualities basic to success in any career; and providing academic credit for course completion.

The department of military science offers a traditional four-year program of instruction consisting of a Basic Course and an Advanced Course and a two-year program that requires only the Advanced

Course. Depending on the degree program, a maximum of 18 credits in ROTC courses may be applied to the bachelor's degree, with the approval of the student's academic adviser.

Cross-enrollment

FDU students enroll in the Army ROTC program at Seton Hall University through FDU as cross-enrolled cadets. ROTC courses are listed in the FDU *Undergraduate Studies Bulletin*, but the courses are conducted at Seton Hall, South Orange, New Jersey. Cross-enrolled students may take ROTC courses for credit or no credit by registering through FDU.

Classes are held on the campus of Seton Hall University, where students from numerous colleges and universities in northern New Jersey take advantage of the opportunity to participate in ROTC.

For individuals presently serving in the National Guard or Reserve, or those with prior military service interested in the National Guard or Reserve, ROTC offers an opportunity to participate as an officer cadet while gaining valuable leadership experience in a unit through the Simultaneous Membership Program.

Cadets may belong to any of the special ROTC groups, such as the Ranger Challenge Team or Color Guard. Cadets may also apply for additional training, normally conducted during the summer, such as parachuting and mountaineering. Involvement in other activities that broaden horizons and experiences is encouraged. Questions should be directed to Rene Sumayoa, GS, enrollment and admissions operations officer, Seton Hall University Army ROTC, 400 South Orange Avenue, South Orange, New Jersey 07079, at (973) 313-6255 or (858) 864-8111.

Basic Course

The Basic Course consists of the first two years of the program, typically completed in the freshman and sophomore years. The first year focuses on the Army profession, basic leadership and officership. The second year concentrates on the experiential examination of managing, decision-making and group dynamics.

Students are placed in a wide variety of group exercises designed to emphasize various professional-leadership competencies and insights. These events are held both inside the classroom and in outdoor settings. The instructor, acting as a facilitator, helps guide student processing, or after-action reviews of the events, to derive the leadership, group dynamics and problem-solving lessons that the exercises offer. Practical "life skills" are emphasized throughout the two years.

By the end of the Basic Course, students should possess a basic understanding of the unique aspects of leading, individual physical fitness and a healthy lifestyle. The lessons are designed to explore leadership principles and theories, inspire intellectual curiosity and stimulate self-study. Upon completion of the course, students are eligible to enter the Advanced Course.

The Basic Course imposes no military obligation on the part of students. Basic Course requirements also can be fulfilled through attendance at an ROTC Leadership Training Course (LTC), a six-week training course held each summer, or by having prior military service. LTC can count as an internship, awarding a student with credits applicable toward his or her degree, with prior approval by the student's academic adviser. Basic Course requirements also can be waived by the professor of military science, on a case-by-case basis, for students who participated in a Junior ROTC high school program.

Advanced Course

The Advanced Course is for students in their junior and senior years or with four semesters of graduate school remaining. Course work includes military history and ethics, leadership development, tactics and national security issues and concerns. The Advanced Course also includes a requirement to attend a five-week Leader Development Assessment Course (LDAC), held during the summer between the junior and senior years, in which the student is further trained and evaluated for leadership potential. While at LDAC, students receive pay, travel expenses and benefits. LDAC can count as an internship, awarding a student with credits applicable toward their

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degree, with prior approval by the student's academic adviser.

In keeping with the military's demanding challenges, physical fitness is an important part of the ROTC experience. All cadets participate in supervised physical training designed to gradually bring individuals to a high level of health and fitness.

All students are required to complete undergraduate courses in designated fields of study known as the professional military education component. Cadets must take courses in written and oral communications, military history and computer literacy. Numerous courses, including the core courses for most degrees offered at Fairleigh Dickinson University, fulfill these requirements. Students also are encouraged to take a course in management or national security.

Four-, Three- or Two-year Programs

Graduate or undergraduate students can complete the ROTC requirements through a four-year, three-year or two-year program. The four-year and three-year programs involve the Basic and Advanced Courses; the two-year program involves only the Advanced Course. The core course work includes 16 to 26 credits in topics such as the art and science of leadership, ethics, values, integrity, honor, problem-solving skills, military history, physical training and adventure training. Depending on the student's degree program, a maximum of 26 credits in ROTC courses may be applied to the bachelor's degree, with the approval of the student's academic adviser.

Four-year Program

The four-year program is divided into two parts, the Basic Course and the Advanced Course. The Basic Course is typically completed in the first two years of college. Unless a student has accepted a scholarship, the Basic Course is voluntary, and all students are eligible. After completing the Basic Course, students who meet the physical and academic standards, and have demonstrated leadership potential contract into the Advanced Course.

The Advanced Course includes four consecutive semesters of course work and completion of the Leader Development Assessment Course (LDAC). LDAC is a paid, six-week leadership course conducted at Fort Lewis, Wash. Typically stu-

dents attend LDAC during the summer after the first year of the Advanced Course.

Three-year Program

The three-year program is designed for students who want to start ROTC as sophomores or graduate students with six semesters remaining to complete their degrees. Students complete the Basic Course in one year instead of two then complete the Advanced Course in due course. This method is referred to as compression. Students completing the Basic Course as compression students go on to contract in the Advanced Course.

Two-year Program

The two-year program enables eligible students to contract in the Advanced Course at the time they are academic juniors or seniors or graduate students with four semesters remaining before graduation. Eligible students are those with one or more of the following:

- Prior service in the military;
- Membership in the National Guard or Reserve with basic training completed;
- Completion of three or more years of Junior ROTC in high school;
- Completion of the Army ROTC Leaders Training Course (LTC); and/or
- Qualification, selection and completion of an accelerated commissioning program.

Students who are members of the National Guard or Army Reserve can participate in the Simultaneous Membership Program (SMP), which provides additional income and the opportunity to serve in a leadership position in the student's unit of choice.

The two-year program is designed for sophomores who have not taken ROTC or students entering a two-year postgraduate program. To enter the two-year program, completion of the Basic Course, Basic Camp or Basic Training is required.

Students eligible for the two-year program may complete requirements for their commission in two years. Students in the two-year program are fully eligible for financial assistance and may apply for an Army scholarship.

Benefits

The ROTC program offers the best leadership course to college students with or without military experience.

Personal Development

The program allows students to gain the confidence to lead and manage while improving self-discipline, physical fitness and mental and physical endurance. Learning how to lead effectively and efficiently is a marketable asset.

Scholarships

A wide variety of scholarships are available and application can be made at anytime during the year. Scholarships range from two to four years in duration with extensions possible for high-demanding majors such as nursing or engineering. Scholarships provide full coverage of either tuition and mandatory fees or room and board. Scholarship recipients choose to apply their scholarship toward tuition or room/board (not both). The scholarship also includes \$1,200 per year toward books and fees.

Two-year scholarships are available for members of the National Guard and Army Reserve. These scholarships feature continued Reserve duty after commissioning and guaranteed branching in the student's unit. Scholarships for two to four years are also available and include duty in the active Army after commissioning.

The ROTC Program awards two-, three- and four-year scholarships on a competitive basis to outstanding young people who are interested in the Army as a career. The scholarships provide up to \$12,800.00 per year for tuition, \$450.00 as a textbook allowance and a monetary allowance of \$150.00 per month, for up to 10 months of each school year. Any U.S. citizen attending a college or university as a full-time student may apply. Scholarship inquiries should be directed to the department of military science, (973) 763-3078.

Guaranteed Job After Graduation

Upon commissioning, students have a full-time job in the active Army or a part-time job in the National Guard or Army Reserve. The military obligation of service is eight years after commissioning (four years active Army and four years in the Reserve component, or eight years in the National Guard or Army Reserve). The type of obligation is determined at the time of contracting in the Advanced Course and type of scholarships a student selects. Students are selected for a specific branch depending on factors such as their interest, academic achievement, Leader Development Assessment Course (LDAC) performance rating and the needs of the Army.

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Income

All contracted students receive a monthly stipend: \$300 for freshmen, \$350 for sophomores, \$450 for juniors or first-year Advanced Course students and \$500 for seniors or second-year Advanced Course students. Contracted students receive a stipend for 10 months of the year. Students with prior service, SMP cadets and members of the National Guard or Army Reserve may be eligible for Montgomery GI Bill (MGIB) benefits, financial assistance or reimbursement for tuition and an additional monthly incentive.

For Information

For more information concerning the program or Army scholarships, contact Rene Sumayoa, GS, enrollment and admissions operations officer, Seton Hall University Army ROTC, 400 South Orange Avenue, South Orange, New Jersey 07079, at (973) 313-6255 or (858) 864-8111.; or visit the web at <http://armyrotc.com/edu/setonhall/index.htm>.

Courses

Basic Courses

	Credits
ROTC1101 or ROTC0101	
Leadership and Personal Development*.....	2/0
ROTC1102 or ROTC0102	
Introduction to Tactical Leadership*....	2/0
ROTC2201 or ROTC0201	
Innovative Team Leadership*.....	3/0
ROTC2202 or ROTC0202	
Foundations of Tactical Leadership*..	3/0

Advanced Courses

ROTC1115, ROTC1125, ROTC1135, ROTC1145, ROTC1155, ROTC1165, ROTC1175, ROTC1185	
or	
ROTC0115, ROTC0125, ROTC0135, ROTC0145, ROTC0155, ROTC0165, ROTC0175, ROTC0185	
Physical Fitness: Developing Personal and Organizational Physical Fitness Programs*.....	1/0
ROTC3301 or ROTC0301	
Adaptive Tactical Leadership*.....	3/0

*Note: All qualified enrolled students must take Leadership Laboratory and Physical Fitness as these are corequisites to all ROTC lecture courses.

	Credits
ROTC3302 or ROTC0302	
Leadership in Changing Environments*.....	3/0
ROTC4401 or ROTC0401	
Developing Adaptive Leaders*.....	3/0
ROTC4402 or ROTC0402	
Leadership in a Complex World*.....	3/0
ROTC5500–ROTC5507 or ROTC0050–ROTC0057	
Leadership Laboratory: Applied Leadership and Management*.....	1/0

Course Descriptions

Basic

ROTC1101 or ROTC0101

2 or 0 Credits Leadership and Personal Development

This course introduces students to the personal challenges and competencies that are critical for effective leadership. Instructors explain and illustrate how the personal development of life skills such as critical thinking, goal setting, time management, physical fitness and stress management relate to leadership (in both the civilian and military environments), officership, the Army profession and daily life. Leadership principles within the current context of a university are emphasized. Application is also made to leadership in military and civilian settings that include government and corporate and non-profit organizations. Corequisites: ROTC5500 or ROTC0050 Leadership Laboratory: Applied Leadership and Management and ROTC1115 or ROTC0115 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC1102 or ROTC0102

2 or 0 Credits Introduction to Tactical Leadership

This course provides an overview of leadership fundamentals such as setting direction, problem-solving, listening, presenting briefs, providing feedback and using effective writing skills. Students explore dimensions of leadership values, attributes, skills and actions in the context of practical, hands-on and interactive exercises and scenarios. Students apply learning to their immediate university context as well as to a variety of military, government, corporate and nonprofit situations. Corequisites: ROTC5501 or ROTC0551 Leadership Laboratory: Applied Leadership and Management and ROTC1125 or ROTC0125 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

*Note: All qualified enrolled students must take Leadership Laboratory and Physical Fitness as these are corequisites to all ROTC lecture courses.

ROTC2201 or ROTC0201

3 or 0 Credits

Innovative Team Leadership

This course explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two historical leadership theories that form the basis of much of modern leadership frameworks (trait and behavior theories). Students practice aspects of personal motivation and team-building in the context of planning, executing and assessing team exercises and participating in Leadership Laboratories. Students study historical leaders from a variety of backgrounds: from Lincoln, Grant and Lee to Gandhi, Kennedy and Mother Teresa. Corequisites: ROTC5502 or ROTC0552 Leadership Laboratory: Applied Leadership and Management and ROTC1135 or ROTC0135 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC2202 or ROTC0202

3 or 0 Credits

Foundations of Tactical Leadership

This course examines the challenges of leading teams in complex contemporary operating environments. Instructors highlight course-of-action development, analysis, the execution of orders and the achievement of mission success. Students develop greater self-awareness as they assess their own leadership styles and practice communication and team-building skills while studying the theoretical basis of situational and contingent leadership. Students analyze recent and historical military case studies to gain insight into the importance and practice of teamwork and techniques in real-world scenarios. Parallels are drawn to the competitive and cross-cultural environments of most modern corporations. Corequisites: ROTC5503 or ROTC0553 Leadership Laboratory: Applied Leadership and Management and ROTC1145 or ROTC0145 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

Advanced

ROTC1115, ROTC1125, ROTC1135, ROTC1145, ROTC1155, ROTC1165 ROTC1175, ROTC1185

or

ROTC0115, ROTC0125, ROTC0135, ROTC0145, ROTC0155, ROTC0165, ROTC0175, ROTC0185

1 or 0 Credit

Physical Fitness: Developing Personal and Organizational Physical Fitness Programs

This is a one-hour physical fitness session focused on building the physical and mental strength and endurance of each student. While it uses the Army Physical Fitness Standard to develop fitness goals, the program concentrates on developing, sustaining and continually im-

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proving each student's cardiovascular, upper-body and abdominal strength. The program also provides opportunities for students to lead and manage their own and their assigned organizations' fitness programs toward fitness excellence. All students accepted as cadets in the ROTC program are required to enroll in this course. Prerequisite: Medical evaluation and clearance.

ROTC3301 or ROTC0301

3 or 0 Credits

Adaptive Tactical Leadership

This course challenges students to study, practice and evaluate adaptive leadership skills as they are presented with complex scenarios related to the contemporary operating environment and across the full spectrum of military, corporate and civic operations. Instructors and fellow students give students systematic and specific feedback on their leadership attributes and actions as they are applied in a variety of situations. Self-evaluations also allow students to develop their leadership skills and critical-thinking abilities. Corequisites: ROTC5504 or ROTC0554 Leadership Laboratory: Applied Leadership and Management and ROTC1155 or ROTC0155 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC3302 or ROTC0302

3 or 0 Credits

Leadership in Changing Environments

This course presents increasingly intense situational leadership challenges to build student awareness and skills in leading small teams. Students explore, evaluate and develop skills in decision-making, persuading and motivating team members across a full spectrum of military, corporate and civic operations. Students apply principles and techniques of effective written and oral communication. Instructors review aspects of military operations as a means of preparing students for the ROTC Leader Development and Assessment Course (LDAC). Corequisites: ROTC5505 or ROTC0555 Leadership Laboratory: Applied Leadership and Management and ROTC1165 or ROTC0165 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC4401 or ROTC0401

3 or 0 Credits

Developing Adaptive Leaders

This course strengthens student proficiency in planning, executing and assessing complex operations while functioning as a member of a staff and providing performance feedback to subordinates. Students assess risk, make ethical and moral decisions, identify responsibilities of key staff members, coordinate staff roles and use situational opportunities to lead, teach, train and develop Junior ROTC cadets. Students apply leadership and problem-solving principles to a

complex case study and simulation. Lessons on military and civil justice and personnel processes prepare students to make the transition to their initial leadership assignments. Prerequisite: ROTC3301 or ROTC0301 Adaptive Tactical Leadership. Corequisites: ROTC5506 or ROTC0556 Leadership Laboratory: Applied Leadership and Management and ROTC1175 or ROTC0175 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC4402 or ROTC0402

3 or 0 Credits

Leadership in a Complex World

This course explores the dynamics of leading in the complicated situations of current operations in the contemporary operating environment (COE) of the global village. Students examine differences in customs and courtesies, culture, military law, principles of war and rules of engagement in the face of international terrorism. They also explore aspects of interacting with nongovernmental organizations, engaging in civil duties and host-nation support. Instructors place significant emphasis on preparing cadets for their first unit of assignment. Case studies, scenarios and exercises prepare cadets to face the complex ethical and practical demands of leading organizations of varied sizes to succeed in a global and complex world. Prerequisite: ROTC3301 or ROTC0301 Adaptive Tactical Leadership. Corequisites: ROTC5507 or ROTC0557 Leadership Laboratory: Applied Leadership and Management and ROTC1185 or ROTC0185 Physical Fitness: Developing Personal and Organizational Physical Fitness Programs.

ROTC5500–ROTC5507 or

ROTC0550–ROTC0557

1 or 0 Credit

Leadership Laboratory: Applied Leadership and Management

Leadership Laboratory is designed to provide students the environment and scenarios to lead organizations of varied sizes (from team to company size). It offers the opportunity to apply leadership and management principles, theories and techniques explored in the formal, classroom, military-science courses. By design, the Leadership Laboratories are progressive and sequential, where students are placed in increasingly complex scenarios. This is a two-hour session. All students accepted as cadets in the ROTC program are required to enroll in this course.

Nursing

A Nursing Experience Unlike Any Other

With real-world experience they may not find in nursing school alone, nursing stu-

dents who are also Army ROTC cadets benefit from extensive one-on-one mentoring and training. Students will find out exactly what it takes to become a leader in the medical field.

If students are considering an undergraduate nursing degree, enrolling in Army ROTC can enhance their leadership skills and critical-thinking abilities while providing financial support to help make their professional goals a reality. Being a nurse in the Army provides them with opportunities not found in the civilian world. As Army nurses and officers, they will have the respect of their peers and coworkers as well as opportunities to train and serve in a variety of specialties.

Army ROTC's Nurse Summer Training Program will give students the opportunity to truly fulfill the promises of their training after graduation. Coordinating and communicating patient care, students will be in a clear position to succeed.

Army ROTC and Undergraduate Nursing

Nursing students who are also Army ROTC cadets can benefit from unique hands-on nursing opportunities while receiving financial assistance for college. They will gain valuable leadership experience and management training that can benefit them in either a military or private-sector nursing career.

Scholarships

The Army ROTC program offers two-, three- or four-year scholarships for undergraduate nursing students. Interested students should contact their high school academic adviser or campus military science department for more information.

Nurse Summer Training Program (NSTP)

Nursing students who are also Army ROTC cadets have an opportunity for a unique summer nursing experience. The paid, three-week Nurse Summer Training Program assigns cadets to Army hospitals throughout the U.S. and Germany. The program introduces them to the Army Medical Department (AMEDD) and to the roles and responsibilities of an Army Nurse Corps Officer. Under the supervision of an experienced Army Nurse Corps Officer, students will obtain hands-on experience. Their one-on-one clinical experience will allow them to hone their clinical skills,

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develop their problem-solving techniques and become comfortable with developing their professional skills as a member of the U.S. Army Health Care Team.

For Information

Contact Seton Hall College of Nursing at www.shu.edu/academics/nursing.

Course Description

NUCL4210

3 Credits

Nurse Summer Training Program Clinical

The Nurse Summer Training Program (NSTP) Clinical Elective provides Army ROTC nurse cadets with clinical experience in a hospital setting while introducing them to the duties, roles, responsibilities and expectations of an Army Nurse Corps Officer. The nurse cadet will exercise leadership skills in a hospital environment by planning, organizing, decision making, implementing and being accountable to the outcome of nursing care. Prerequisites: ROTC basic course, advanced camp and completion of all junior-level nursing courses.

Air Force Program

The purpose of Air Force ROTC is to prepare students for active duty in the United States Air Force. This opportunity is available through an agreement between Air Force ROTC, New Jersey Institute of Technology (NJIT), Newark, N.J., and Fairleigh Dickinson University. The program is open to students who desire to earn appointments as commissioned officers in the Air Force.

The number of ROTC credits that may be counted toward a degree varies by school and degree program. As many as 14 ROTC credits are accepted by some colleges and as few as 3 by others. Those enrolled for the courses receive credit at their individual campuses.

All aerospace studies classes are held at New Jersey Institute of Technology (NJIT). The Air Force ROTC Office is located in Room 210, Faculty Memorial Hall, NJIT. For more information, contact the Air Force ROTC Office at (201) 596-3626 or by email at afrotc490@njit.edu.

Program

The Air Force ROTC program consists of four courses in aerospace studies, which are taught on the NJIT campus.

The General Military Course (GMC) is the first half of the program and is generally taken during a student's freshman and sophomore years. This program allows them to "try out" Air Force ROTC for up to two years **without incurring any obligation** (unless on an Air Force scholarship). As students attend a one-credit hour class each semester, they will learn more about the Air Force and the historical development of airpower. The second half, called the Professional Officer Course (POC), is highly competitive. These junior and senior level three-credit courses cover management and leadership skills, national defense policy and preparation for active duty. All classes are taught at NJIT in Newark, N.J.

The Courses

The Air Force Today (AS100, 1 credit) is a survey course designed to introduce students to the U.S. Air Force and Air Force ROTC. Featured topics include: mission and organization of the Air Force, officership and professionalism, military customs and courtesies, Air Force officer opportunities and an introduction to communication skills. Leadership Laboratory is mandatory for Air Force ROTC cadets and complements this course by providing cadets with followership experiences.

The Air Force Way (AS200, 1 credit) is designed to examine general aspects of air and space power through a historical perspective. The course covers a time period from the first balloons and dirigibles to the space-age global positioning systems of the Persian Gulf War. Historical examples are provided to extrapolate the development of Air Force capabilities (competencies) and missions (functions) to demonstrate the evolution of what has become today's U.S. Air Force air and space power. The course also examines several fundamental truths associated with war in the third dimension (e.g., Principles of War and Tenets of Air and Space Power). This course provides students with a level of understanding for the general element and employment of air and space power from institutional, doctrinal and historical perspectives. In addition, students will discuss the importance of the Air Force Core Values using operational examples and historical Air Force leaders and will develop their communication skills. Leadership Laboratory is mandatory for Air Force ROTC cadets and complements this course by providing cadets with followership experiences.

Air Force Leadership and Management (AS300, 3 credits) is a study of leadership, management fundamentals, professional knowledge, Air Force personnel and evaluation systems, leadership ethics and communication skills required of an Air Force junior officer. Case studies are used to examine Air Force leadership and management situations to demonstrate and exercise practical application of the concepts being studied. A mandatory Leadership Laboratory provides advanced leadership experiences in officer-type activities, giving students the opportunity to apply leadership and management principles.

Preparation for Active Duty (AS400, 3 credits) examines the national security process, regional studies, advanced leadership ethics and Air Force doctrine. Special topics of interest include: the military as a profession, officership, military justice, civilian control of the military, preparation for active duty and current issues affecting military professionalism. Continued emphasis is given to refining communication skills. A mandatory Leadership Laboratory provides advanced leadership experiences, giving students the opportunity to apply leadership and management principles.

Laboratories

All Air Force ROTC classes are accompanied by a Leadership Laboratory, which provides knowledge and practical command and staff leadership experiences. The laboratory is largely cadet planned, directed and centered. Except for special exceptions, all students enrolled in aerospace studies courses must participate in the Leadership Laboratory.

GMC Leadership Laboratories include a study of Air Force customs, courtesies, drills, ceremonies and giving military commands; the instruction, correction and evaluation of the preceding skills; the environment of an Air Force officer; and opportunities available to commissioned officers.

POC Leadership Laboratories consist of activities classified as advanced leadership experiences. They involve planning, organizing, staffing, coordinating, directing and controlling the military activities of cadet corps; preparation and presentation of briefings and other oral and written communications; and providing interviews, guidance and information to increase the understanding, motivation and performance of other cadets.