

North Port High School

NJROTC

Naval Science IV

Leadership & Ethics

Assignments Class of 2025

LCDR Dee Barnes

Cadet: _____
2

Table of Contents

Syllabus 5 Commanding Officers Cup Competition 11

1st Quarter 13 1st Quarter Community Service Log 15 Defining
Goals 17

NS4 Pre-Test

19

Lone Survivor Pre-Reading 23 Thinking Ethically 25

Ethics #11 (The Caring LT) 27

The Importance of Sea Power 29 Lone Survivor Ch 1 31 Trust: TBL
Ch 6 33 History of the Merchant Marine 35 1st Quarter Grade Report
37 Lone Survivor Ch 2 39 The Nature of Groups 41 Ethics #3 (Moral
Courage) 43 Merchant Marine and National Defense 45 Lone Survivor
Ch 3 47 Coach Carter 49 Internal & External Group Dynamics 51

2nd Quarter 53 Credibility: TBL Ch 2 55 Lone Survivor Ch 4
57 Grand Strategy 59 2nd Quarter Grade Report 61 Commands &
Orders 63 Lone Survivor Ch 5 65 Example: TBL Ch 8 67 U.S. Strategy
and the Navy 69 Cooperation & Discipline 71 Lone Survivor Ch 6 73
Threat Evaluation 75

3

Security, Recognition, & Organization 77 Relationships & Attitude 79
Ethics #4 (Ensign New) 81 K19 The Widowmaker Discussion
Questions 83 2nd Quarter Community Service Log 85

3rd Quarter 87 Lone Survivor Ch 7 89 Modern Forms of
Armed Conflict 91 Setting the Example 93 Ethics #1 (Selfless Sailor) 95
3rd Quarter Grade Report 97 Graduation Plans 99 Challenge: TBL Ch
7 101
Crimson Tide Ethics 103 Lone Survivor Ch 8 107 Criticism & the Naval
Officer 109 Lone Survivor Ch 9 111 The Basics of Effective
Communications 113 Ethics #13 (Trouble in Tini Land) 115 Lone
Survivor Ch 10 119 Values: TBL Ch 3 121 Ethics #2 (Standing Watch)
123 3rd Quarter Community Service Log 125

4th Quarter 127 Communication: A two-way exchange of
information 129 NS4 Leadership Paper 131 Black Hawk Down Ethics
133 Lone Survivor Ch 11 137 Lone Survivor Ethics 139 4th Quarter
Grade Report 143 Lone Survivor Ch 12 145 Lone Survivor Movie
Discussion Questions 147 Avoiding Communication Pitfalls 149 Ethics
#5 (The Lost Pub) 151 NS4 Exit Assignment 153

North Port High SCHOOL NJROTC

NS3/NS4 SYLLABUS

LCDR (Commander) Dee Barnes SNSI
FCC (Chief) Rodney Kipe NSI Room
Number: 5-213
Email:

dempsey.barnes@sarasotacountychools.net Email:
samuel.kipe@sarasotacountychools.net Email:

The Unit Calendar is posted on our Website

PHILOSOPHY: The mission of the Gloucester High School Navy Junior Reserve Officer Training Corps is to teach High School students the Navy's core values of Honor, Courage, and Commitment, and inspire cadets to achieve personal and team goals, and become productive American Citizens. **Third and Fourth Year Cadets in the NJROTC program are leaders and mentors to junior cadets and hold special trust and confidence of the Instructors, as such their personal appearance and conduct must exemplify a higher standard for others to follow.**

COURSE DESCRIPTION: The NJROTC curriculum emphasizes citizenship and leadership development, as well as our maritime heritage, the significance of sea power, and naval topics such as the fundamentals of naval operations, seamanship, navigation and meteorology. Classroom instruction is augmented throughout the year by extra-curricular activities of community service, academic, athletic, drill and orienteering competitions, field meets, orientation field trips, marksmanship sports training, and physical fitness training.

ESSENTIAL UNDERSTANDINGS:

- Students will demonstrate the knowledge of and ability to present himself/herself properly groomed in a correctly composed designated uniform.
- Students will demonstrate knowledge of and respect for the responsibilities of loyal citizens in a democratic society.
- Students will demonstrate an understanding of how sea power influenced the growth of Early Western Civilization.
- Students will demonstrate an understanding of maritime geography as it relates to our national resources, landforms, climate, soil, bodies of water, people, governments, military, and geopolitics.
- Students will expand their understanding and knowledge of Navy ships, their construction, operation, mission, and objectives of damage control through shipboard organization.
- Students will demonstrate knowledge of leadership group dynamics and how and why groups behave as they do.

PREREQUISITES: Students must be willing to accept personal responsibility, support teamwork, and be willing to lead and to follow. Students and their parents must read and sign the course syllabus and supporting paperwork.

COURSE OUTLINE: NS3 level cadets will study from the Naval Science 3 textbook and Cadet Field Manual. NS4 level cadets will study from the Leadership and Ethics Manual, selected readings in ethics, The Truth about Leadership (Kouzes/Posner), and Lone Survivor (Luttrell). NS4 students will also observe and discuss leadership and ethics observed in select movies we will watch in class including: Coach Carter, Crimson Tide, Black Hawk Down, & Lone Survivor.

WEEKLY SCHEDULE:

Friday: Academics, Promotions, Drill, ASVAB/SAT Prep.

Monday/Thursday: Physical Training

Tuesday/Wednesday: Uniform Day, Personnel Inspection, and Academics

5

REQUIRED EVENTS (OUTSIDE OF CLASS):

- 4 Parades normally on Saturday except Homecoming (Test Grade):

1. AMI

2. Homecoming (October)

3. Annual Golf Tournament

4. End of Year Awards

North Port High School Grading System: Course Grades are determined as follows:

100-90.....A Academics 25% 89-80.....B Physical Training 20%
79-70.....C Aptitude 20% 69-60.....D Uniform/Drill 20%
59-Below.....F Community Service 15%

Required Materials:

- a. **Uniforms** - Issued at no charge. Cadet Reference Manual specifies cadet uniform responsibilities.
- b. **Uniform maintenance items:** Cadets are responsible for consumable items (i.e. black shoe polish, brass polish, and tissue) to prepare shoes and belt buckles for uniform inspection.
- c. **Textbooks:** Maintained in the classroom.
- d. **Writing implements:** Pens/pencils and notebook paper should be brought to class each day.

CLASSROOM RULES:

- 1. All cadets must have a regulation NJROTC haircut/hairstyle (see the Cadet Field Manual).
- 2. Cadets will NOT use improper responses such as “Yea” or “un-huh”.
- 3. Cadets will NOT use cell phones anytime in class (or texting, or playing games) except as authorized for assignments or to note assignments.
- 4. Cadets will be on time for class.
- 5. Male Cadets will NOT wear earrings and Cadets will NOT chew gum in the classroom.
- 6. Cadets will address instructors with their appropriate title.
- 7. Cadets who violate rules #2 - #6 may reinforce their memory with calisthenics.
- 8. If you need to use the restroom you must first answer the knowledge question of the day.
- 9. Talk quietly; if the class gets loud everyone will stand at attention.

ATTENDANCE: Cadets are expected to attend school and be in their assigned class. Truancy is a serious infraction and reflects poorly on a cadet’s maturity and personal integrity. Excessive absences are strongly discouraged as they undermine a cadet’s ability to perform well in their primary role as students. The Sarasota County School Board requires students with over 10 unexcused absences to obtain a waiver or receive an administrative failure in a course. Excessive unexcused absences demonstrate a lack of commitment and poor leadership, and will not be tolerated. **NS3 & NS4 Cadets with more than 12 unexcused absences may be removed from our program without prior notice.**

MISSED WORK: Tests or academic assignments that are incomplete due to an excused absence may be made up within one (1) week of returning to class. It is the Cadets responsibility to ask for missed assignments upon return to class.

UNIFORMS: Our program is unique and we do not normally assign homework. Wearing the uniform for inspection 1 day a week and dressing out and participating in physical fitness is a major emphasis in our program. This means Junior and Senior Cadets must always be prepared and not miss wearing their uniform or PT gear on ANY designated uniform days or PT days. As leaders and mentors Junior and Senior Cadets must maintain their uniform and personal grooming within the highest standards. **Junior and Senior Cadets are expected to display exemplary personal appearance at ALL TIMES when in uniform and wear clothing consistent with the NPHS dress code when not in uniform.** All uniforms must be maintained with a clean and sharp appearance without wrinkles with proper devices, hair must be 6 properly groomed and kept at all times with the regulation jewelry for their gender. Shoes must be highly polished at all times.

Missed uniform days for absences must be made up on the following school day or class day and failure to do so will result in a grade of 0. Third and Fourth year cadets are leaders in our program and as such are expected to be in the proper uniform and uniform and PT days. **Unless prior arrangements are made NS4 cadets may NOT makeup missed uniform days unless they are absent and NS3 cadets may NOT makeup missed uniform days after the first semester.** NS4 Cadets who miss more than 2 uniform or PT grades in a quarter and NS3 Cadets who miss more than 4 uniform or PT grades in a quarter may receive an **administrative failure** for the quarter. All Cadets are expected to participate in physical fitness unless they have **written authorization** from a medical professional or a parent excusing them.

COMMUNITY SERVICE: NS3 & NS4 Cadets are required to perform 15 hours of Community Service / School Support per Quarter. Community Service hours can be counted for anything a cadet does to help someone in which they do not receive financial payment. Completion of Community Service hours and turning in the required documentation is the responsibility of each student and will count for **15% of each cadet's quarterly grade.** Community service logs must be turned in prior to the end of each quarter and **WILL NOT be accepted late** for any reason. Cadets who perform service work during the summer or earn a bulk of their hours during one quarter or season of the year can be counted for the whole year or other quarters as needed.

CONDUCT: NS3 & NS4 Cadets are leaders in our program and are expected to uphold and demonstrate our core values of Honor, Courage, & Commitment. They are expected to display our core values at all times whether in uniform or out, in school, out of school, and on **social media.** This means they should demonstrate exceptional personal conduct at all times, and ANY occurrence or incident of disrespectful behavior, fighting, bullying, etc of a Junior or Senior Cadet will NOT be tolerated. Their ability to think before they act and control their emotions and actions, sets our Cadets apart from other students especially Junior and Senior Cadets who set and uphold our standards. **NS3 Cadets who receive Out of School Suspension for more than 2 days and NS4 Cadets who receive Out of School Suspension for any period are subject to automatic removal from the NJROTC program without prior notice.**

FRATERNIZATION: Junior and Senior Cadets hold a position of great influence to Freshmen Cadets and must maintain appropriate boundaries with Freshmen in our program. For this reason Junior and Senior Cadets must be mindful of perceived improper relationships. Because of their position within the NPHS NJROTC unit, Junior and Senior Cadets are prohibited from certain relationships that would be permitted for other high school students. Specifically Junior and Senior Cadets are **prohibited from dating freshmen cadets in the NJROTC program.** These relationships are not permitted because they mentor and lead freshmen and a dating relationship with the best intentions could cause a perception of or a situation of an unfair advantage or treatment between a freshman cadet and their class leader or mentor.

GRADE REVIEWS: Each student will receive a formal review of their grades a minimum of once per quarter normally during the 4th- 6th week of the quarter. Cadets serving in positions or achieving the rank of Officer or Chief Petty Officer will receive an additional review after report cards are posted each Quarter. **Seniors must turn-in a copy of all class grades during the 4th week of the quarter along with a written explanation of any classes with a D or F.** Students who are not passing all classes during the mid Quarter review will receive counseling and guidance as to how to improve their grades and how their current quarter & semester grades will impact their final grades. These Cadets may receive extra grade reviews as necessary to positively impact any deficiency. All students are eligible to receive assistance from the Academic team after school on designated days in the NJROTC classroom.

RETENTION: In order to return to the NJROTC program Third year cadets (NS3s) must earn or complete the requirements of the rank of Cadet Chief Petty Officer (CPO), demonstrate the core values of Honor, Courage, and Commitment, have no Naval Science quarterly grades below a B, and earn the trust & confidence of the Naval Science Instructors. Additionally in order to be eligible to return to the program all students must be able to participate and meet the requirements of the program including physical training, and proper wear of the uniform on required days. Any 7 students not able or willing to meet the requirements of the program or unable to comply with our core values will not be able to return.

NJROTC PARTICIPATION AGREEMENT

IT IS AGREED THAT THE CADET (STUDENT) WILL:

1. Obey the rules & regulations established by the NJROTC program and carry out all lawful orders and requirements set forth by the Naval Science Instructors of Gloucester High School.
2. Wear the prescribed uniform a minimum of one (1) day per week, as directed.
3. Follow all specified grooming standards when in uniform.
4. Make up for all unsatisfactory grooming and uniform discrepancies prior to the next required uniform day.
5. Properly care for all Navy owned textbooks and uniform items which are loaned to the Cadet for use in the Naval Science Program.
6. Replace/Reimburse the Navy for such items of property that are negligently lost or willfully damaged.
7. Participate to the best of their ability in all scheduled field trips, classes, drills, cruises, and other training events as scheduled by the Naval Science Department and approved by the Principal, Gloucester High School.
8. Failure to wear the uniform on 4 occasions during 1 marking period will result in the grade of "F" for that quarter.

The Naval Science Instructor(s) will:

1. Develop informed and responsible citizens.
2. Strengthen character and help form good habits of self-discipline.
3. Promote an understanding of the basic elements for national security.
4. Develop respect and understanding for the need of constituted authority in a democratic society.

Cadet Name (Print): _____

Cadet Signature: _____ **Date:** _____ **I have read and understand all information contain in pages 1-4**

Parent/Guardian Signature: _____ **Date:** _____

Parent daytime contact phone number: _____

Parent email address: _____

North Port High School Navy Junior ROTC Officers Ethics Policy

1. **MISSION:** The mission of the Gloucester High School Navy Junior Reserve Officer Training Corps is to teach High School students the Navy's core values of Honor, Courage, and Commitment, and inspire cadets to achieve personal and team goals, and become productive American Citizens. **Cadet Officers in the North Port NJROTC program are leaders and mentors to junior cadets and hold special trust and confidence of the Instructors, as such their personal appearance and conduct must exemplify a higher standard for others to follow.**
2. **PERSONAL APPEARANCE:** As leaders and mentors Junior and Senior Cadets must maintain their uniform and personal grooming within the highest standards. Junior and Senior Cadets are expected to display exemplary personal appearance at ALL TIMES when in uniform and wear clothing consistent with the GHS dress code when not in uniform. Their uniforms must be maintained with a clean and sharp appearance without wrinkles with proper devices, hair must be properly groomed and kept at all times with the regulation jewelry for their gender. Shoes must be highly polished at all times.
3. **CONDUCT:** Cadet Officers are leaders in our program and are expected to uphold and demonstrate our core values of Honor, Courage, & Commitment. They are expected to display our core values at all times whether in uniform or out, in school and out of school. This means they should demonstrate exceptional personal conduct at all times, and ANY occurrence or incident of disrespectful behavior, fighting, swearing, etc of a Cadet Officer will NOT be tolerated. Their ability to think before they act and control their emotions and actions, sets our Cadets apart from other students, especially Cadet Officers who set and uphold our standards. **NS3 Cadets who receive Out of School Suspension for more than 2 days and NS4 Cadets who receive Out of School Suspension for any period are subject to automatic removal from the NJROTC program without prior notice.**

4. **FRATERNIZATION:** Junior and Senior Cadets hold a position of great influence to Freshmen Cadets and must maintain appropriate boundaries with Freshmen in our program. For this reason Junior and Senior Cadets need to be mindful of perceived improper relationships. Because of their position within the Gloucester NJROTC unit, Junior and Senior Cadets are prohibited from certain relationships that would be permitted for other high school students. Specifically Junior and Senior Cadets are **prohibited from dating freshmen cadets in the NJROTC program**. These relationships are not permitted because they mentor and lead freshmen and a dating relationship with the best intentions could cause a perception of or a situation of an unfair advantage or treatment between a freshman cadet and their class leader or mentor.
5. **COUNSELING:** Cadet Officers found in violation of the ethics policy may be counseled by the Naval Science Instructors, depending on the severity of the infraction they may be warned, reduced in rank or removed from their position, or placed on probation.
6. **PROBATION:** Cadet Officers may be placed on probation by the Naval Science Instructors for reasons such as: failing to meet ethical standards, uniform and grooming standards, behavioral standards, providing the Naval Science Instructors considers the difficulty to be transitory and the cadet has the potential and motivation to be successful as an NJROTC cadet. Cadets placed on probation shall be informed in writing with a probationary letter indicating the time-frame they are placed on probation and the results if they fail to meet probationary requirements.

NJROTC Company Competition

Each Quarter (1st, 2nd, & 3rd) companies will compete for streamers, with one company earning the distinction of Honor Company. The competition will consist of 3 events: - **Drill** - each quarter the CO/XO/CC/Unit Ops will evaluate a NS1 platoon in each company in the selected drill events for that quarter (1st quarter squad drill, 2nd quarter unarmed platoon, 3rd quarter armed platoon). This competition will occur two weeks before the formation at the end of the quarter. The platoon earning 1st place will receive a streamer for their guide and 10 points toward the overall ranking, 2nd place will receive 5 points toward the overall ranking.

- **Community Service** - each quarter the Company Admin will tally the total number of community service hours completed by each member of the company (each cadet in every class in that company). The Company with the highest total number of C/S hours will earn the streamer and 10 points toward the overall ranking, the company with the 2nd highest number will receive 5 points toward the overall ranking.
- **Physical Fitness** - each quarter the Company Admin will tally the percentage of cadets in their company passing the PT test that quarter (exemptions excluded). This is the number of cadets passing the PT test divided by the number who took the test. The Company with the highest total percentage will earn the streamer and 10 points toward the overall ranking, the company with the 2nd highest total percentage will receive 5 points toward the overall ranking.
- **Honor Platoon/Honor Company** - The Honor streamers will be awarded to the platoon and company earning the highest total points for the quarter.
- These streamers will be awarded at the Oct Formation (1st Quarter), Jan Formation (2nd Quarter), and Mar Formation (3rd Quarter).

Commanding Officer's Cup

The CO's Cup will be awarded to the "Company of the Year" at the April Formation. The Company receiving the highest total points for the year will receive the Cup. Each year the Company and Company Commanders Name will be engraved on the cup for future classes to see. Each cadet in that company will receive a CO's Cup Ribbon and the Company Commander will earn the distinction as the Top Company Commander and a stole to wear at graduation.

NJROTC NS4 Assignments 2024-2025

1st Quarter

Sept 3	Sept 11	Sept 11	Sept 13	Sept 17	Sept 25	Sept 27	Oct 1	teachers (other than me:)) Lone Survivor Chapter 2
Oct 1								Nature of Groups & Ethics Paper #3
Oct 9								Squad Drill Competition (NS1 Platoons)
Oct 11	Oct 11	Oct 15	Oct 18	Oct 21				Merchant Marine & Natl Defense
Oct 23	Oct 25	Oct 29	Nov 4					Lone Survivor Chapter 3, No Uniforms (Homecoming) Company C/S, PT, & Drill Scores are Due
Defining Goals, Pre Exam, LS Pre Reading Assignment Uniform Inspection on Hanger								PT Test
Read p1-4 in Workbook & Ethics Paper #11 (Caring Lieutenant) Sea Power NS3 Text, answer Q 1-8 on p8								Watch Coach Carter P1 (Formation Day)
Lone Survivor Chapter 1 (1st Uniform Day)								Finish Coach Carter / Discussion Questions Due Internal & External Dynamics
Truth of Leadership Chapter 6 Trust (Formation Day) History of the Merchant Marine								1st Quarter Ends / Community Service Logs Due
Grade Report Due - Signed by all								

All assignments are due on the date listed, assignments turned in more than 1 week late will be accepted for 50% credit up to the last day of the quarter. Students absent on the due date may turn the assignment within 1 week of returning to class for full credit. These assignments are the student's responsibility to turn in on time.

Cadet: _____ Company: Alpha Bravo Charlie Platoon: A:
1 2 3 4 B: 1 2 3 4 C: 1 2 3 4 Quarter: 1 2 3 4

2024 / 2025 NJROTC Community Service Log

This log is to be used to track Community Service hours.

1. Each Junior/Senior NJROTC Cadet must complete 15 hours of community service each quarter.
2. The signature block must be signed by a parent or a supervisor from the organization in which you are assisting.
3. Logs will be collected at the end of each quarter or they can be turned in when complete.
4. Completion of community service hours (& turning in the log) constitutes **15% of each Cadets' Quarterly Grade**

Total of Hours

People Oriented

Environment Oriented

Community Support

Total

DO NOT Write Below (for instructor or staff use only) Naval Science
Instructor _____ Unit Admin _____

Date Activity / Organization # of Hours Parent / Organization Signature

Environment Oriented (Cleanup Project)

Date Activity / Organization # of Hours Parent / Organization Signature

Community Support (Church/Civic Groups/School Support)

Date Activity / Organization # of Hours Parent / Organization Signature

Defining Goals

A goal is a statement of a desired future an organization wishes to achieve. It describes what

you are trying to accomplish. **Goals serve as an internal source of motivation and commitment and provide a guide to action as well as a means of measuring performance.** Defining goals helps to conceptualize and articulate your future direction & goals provide a way of assuring that you will get where you want to go.

Setting Goals

How goals are set is as important as the goal itself to measure success. Thus, it is important that goals meet specific criteria to easily assess results. One way of doing this is to use the acronym "SMART" as a way of evaluating the goal.

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound

Assignment: Set 3 - 5 Personal Goals for this year following the SMART criteria.

Academic: _____

NJROTC: _____

Financial: _____

Other: _____

1 year goal (where/what do you want to be after HS/start of next school year?)

5 year goal: _____

(Remember these are your goals... make them what you want them to be)

17
18

Cadet: _____ Class: _____ Date: _____

Orders to the Sentry & Chain of Command Exam

The Eleven Orders to the Sentry

What is the 2nd Order: _____

To salute all officers and colors and standards not cased. Is what Order? _____

What is the 8th Order: _____

To call the Officer of the Deck in any case not covered by instructions. Is what Order? _____

To talk to no one except in the line of duty. Is what Order? _____ What is the

4th Order: _____

What is the 6th Order: _____

What is the 5th Order: _____

To take charge of this post and all government property in view. Is what Order? _____

To report all violations of orders I am instructed to enforce. Is what Order? _____

What is the 11th Order: _____

Chain of Command

President of the United States: _____ Vice President of the United

States: _____ Senators Representing Florida

_____ Congressman Representing 1st

District _____ Secretary of Defense:

_____ Secretary of the Navy: _____ Chief

of Naval Operations: _____ Commandant of the Marine Corps

_____ Commandant of the Coast Guard

_____ Master Chief Petty Officer of the Navy

_____ Commander Naval Education & Training Command:

_____ Commander Naval Service Training Command:

_____ NJROTC Area 12 Manager: _____

North Port High School Principal: _____ **NPHS** NJROTC Senior

Naval Science Instructor: _____ **NPHS** NJROTC Naval Science

Instructors: _____ **NPHS** NJROTC UNIT Commander

(CO) _____ **NPHS** NJROTC UNIT Executive Officer (XO)

_____ **NPHS** NJROTC UNIT Master Chief (MC)

Cadet Creed

I _____
I STRIVE _____ AND _____
I _____ IN _____
I SUPPORT _____ AND _____
I PROUDLY _____ OF _____,
_____, AND _____ I AM
COMMITTED _____

Leadership Questions

Arrogance, Courage, Discipline, Esprit de corps, Favoritism, Honor, Humane, Humiliation,
Infraction, Initiative, Leaders, Loyalty, Obedience, Order, Sarcasm

A directive to action of some kind, generally given by a senior to a junior is called an
_____?

In the oath of service taken by all enlisted personnel upon enlistment, they promise to faithfully
obey and carry out the lawful orders of _____?

_____ is considered to be the most important of the qualities that good leaders should
strive to instill in their personnel?

The purpose of _____ in the military services is to develop an efficient organization of
personnel trained to achieve a common goal.

Why is fraternization or familiarity between officers and enlisted personnel prohibited in the
military services? _____

_____ is an insulting way of thinking or behaving that comes from believing
that you are better, smarter, or more important than other people

_____ means sharply mocking or contemptuous.

_____ is a spirit of enthusiasm among members of a group for one another,
their group, and its purposes.

_____ means having the good qualities of human beings, as kindness,
mercy, or compassion.

_____ means a violation or transgression.

Lone Survivor

The Eyewitness Account of Operation Redwing and The Lost Heroes of SEAL Team 10

Pre-Reading Activities

1. What 5 countries border Afghanistan?
2. What does the acronym SEAL mean?
3. Why did the US attack Afghanistan?
4. Define valor.
5. What is the Taliban?
6. What is Jihad?
7. What is the Mujahideen?
8. What is on the SEAL insignia? Describe the significance of each item? 9.

Read the SEAL ethos, do you have a personal ethos? What do you stand for? 10.

According to Luttrell, what would be the “biggest tragedy of all” (p8)

Navy SEAL Ethos

In times of war or uncertainty there is a special breed of warrior ready to answer our Nation's call. A common man with uncommon desire to succeed. Forged by adversity, he stands alongside America's finest special operations forces to serve his country, the American people, and protect their way of life. I am that man.

My Trident is a symbol of honor and heritage. Bestowed upon me by the heroes that have gone before, it embodies the trust of those I have sworn to protect. By wearing the Trident I accept the responsibility of my chosen profession and way of life. It is a privilege that I must earn every day.

My loyalty to Country and Team is beyond reproach. I humbly serve as a guardian to my fellow Americans always ready to defend those who are unable to defend themselves. I do not advertise the nature of my work, nor seek recognition for my actions. I voluntarily accept the inherent hazards of my profession, placing the welfare and security of others before my own.

I serve with honor on and off the battlefield. The ability to control my emotions and my actions, regardless of circumstance, sets me apart from other men. Uncompromising integrity is my standard. My character and honor are steadfast. My word is my bond.

We expect to lead and be led. In the absence of orders I will take charge, lead my teammates and accomplish the mission. I lead by example in all situations.

I will never quit. I persevere and thrive on adversity. My Nation expects me to be physically harder and mentally stronger than my enemies. If knocked down, I will get back up, every time. I will draw on every remaining ounce of strength to protect my teammates and to accomplish our mission. I am never out of the fight.

We demand discipline. We expect innovation. The lives of my teammates and the success of our mission depend on me - my technical skill, tactical proficiency, and attention to detail. My training is never complete.

We train for war and fight to win. I stand ready to bring the full spectrum of combat power to bear in order to achieve my mission and the goals established by my country. The execution of my duties will be swift and violent when required yet guided by the very principles that I serve to defend.

Brave men have fought and died building the proud tradition and feared reputation that I am bound to uphold. In the worst of conditions, the legacy of my teammates steadies my resolve and silently guides my every deed. I will not fail.

Thinking Ethically

NS4 Workbook pages 1-4

1. What is an Ethical Code?
2. What are the Rewards for “doing the right thing”?
3. What is a transgression?
4. What is Accountability?
5. What does condone mean?
6. Why is it important for leaders to be organized?
7. What is impropriety?
8. What is assumed when a leader observes an unethical act but ignores it? 25

NS-4 Ethics Case Study #11: The Case of the Caring Lieutenant

Major J. Carl Ficarrotta, USAF, United States Air Force Academy; JSCOPE Background:

2LT Shane Casey's infantry platoon has been on patrolling operations for five days in Vietnam's Central Highlands. The men are filthy and bone-tired after running contacts with enemy elements and long nights of half-on, half-off duty. In the morning they will consolidate with other elements of the company and move to landing zones about three miles to the south for helicopter pick-up. Late that afternoon, as they moved to the position they are to establish for the night, they encountered a group of Vietnamese civilians, about 30 older men and women with a few children. Your Vietnamese chieu hoi (former VC who, after being captured, has joined the ARVN, South Vietnamese military) translates and tells you that the civilians are fleeing the battle area to a province on the coast after an NVA battalion moved into their village and collected most of the inhabitants for supply transport duty. They have no food or supplies of any kind. The civilians are physically spent and in bad shape. A number of them need medical attention for wounds. The platoon medic has only a basic supply of medical items that he carries in the pack on his back.

The platoon sergeant has just suggested helping the Vietnamese. He wants to collect the rations that were airdropped yesterday and distributed and give them to the group of Vietnamese. He noted that they have a long way to travel to get out of the Highlands to the coastal province. He also stated that some medical assistance would be a good idea. One of the squad leaders responded immediately that the platoon needs to keep its food, that anything could happen between now and the time the company is picked up tomorrow. He is especially incensed about the platoon sergeant's suggestion about using the medical supplies. In the heavy jungle of the Highlands, resupply and evacuation of casualties are problematic. Many of the infrequent open areas are under observation by the NVA, often with anti-aircraft MGs in position.

Should LT Casey share some of his supplies with the Vietnamese civilians? Should he tell the medic to use some of his medical kit to treat the injured? His immediate reaction was to provide whatever assistance he could to the refugees. A moment's reflection, however, reminded him of mission considerations for that night and tomorrow. On the pages below, write a **minimum of three paragraphs** defending your views.

The Importance of Sea Power

NS3 Text pages 4-7

1. What is Sea Power?
2. What is Deterrence?
3. What four ocean areas are of prime strategic importance to the US?
4. What is inland reach of sea power?
5. What two aspects of nuclear technology have affected sea power?
6. What three benefits do our fleets gain because of their ability to move freely on the high seas?
7. Why is it important for the United States to maintain a strong merchant marine?
8. What is a geographic chokepoint?

Lone Survivor

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

Chapter 1-To Afghanistan...in a Flying Warehouse

p22-37 (24-42 black book)

ESSAY (50% of grade): Write a ½ page (2 paragraphs 3-5 sentences each) on what you think about the Rules of Engagement (ROE) as discussed by Luttrell at the end of this chapter.

1. What are the 3 shared parts of the American Brotherhood the SEALs are a part of? (p12)

2. How does Luttrell describe “the proud freedom fighters in Iraq”? (p25)

3. How do you beat a terrorist? (p28)

4. How were Saddam Hussein’s sons Uday and Qusay found? (p33)

5. How did the SEALs’ enter into an Iraqi home and interrogate suspects? (p25)

6. What did the “A-guys” care about above all? (p27)

7. SEALs are taught that your enemy must understand what? (p28)

8. Luttrell said the question wasn't whether Saddam Hussein had nuclear weapons. a. WHAT was the major question? (p34)

9. What did Luttrell learn in Iraq? (p36)

10. When does the ROE (Rules of Engagement) say US forces can fire their weapons? (p37) 32

The Truth about Leadership: Chapter 6 Trust

1. _____ is the foundation of leadership and _____ is an essential component of credibility. P75
2. What are the 5 things that Trust rules? P76
3. What is the relationship between trust and risk? P78
4. What are the two things you have to demonstrate to earn trust? P 81-82
5. What are the four actions that “contribute to whether or not others perceive you as trustworthy”?
p84-85
6. What happens when there is an “informational vacuum”? P88
7. What are the 3 things that lead to distrust and suspicion? p88
8. ESSAY (50% of grade): Write a ½ page (2 paragraphs 3-5 sentences each) on what you think

about Trust and its role in leadership, have you ever been led by someone you didn't trust?

History of the Merchant Marine

NS3 Text pages 9-16

1. Why is the U.S. merchant marine an important part of U.S. sea power?
2. How much of the domestically produced goods in the U.S. are produced using materials transported via water?
3. What were the two types of merchant ships mass produced during World War II to meet the auxiliary needs of the wartime Navy? What happened to them after the war?
4. What act passed in 1936 created the U.S. Maritime Commission?
5. What are the key factors that have caused American cargo in American ships to drop to a very low percentage of the world's total?
6. What are the ten leading ports in the United States?
7. What are the five largest U.S. shipyards and where are they located?
8. What are the main types of modern merchant ships?

North Port NJROTC Progress Report

Cadet Quarter

Class	Teacher	Grade	Absences	Teacher Initials	Comments
-------	---------	-------	----------	------------------	----------

3

7

Lone Survivor

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

Chapter 2-Baby Seals...and Big Ole Gators

p59-72 (66-81 black book)

Essay (50% of grade): - Write a ½ page (2 paragraphs 3-5 sentences each) on what the Pashtun proverb means to you “I against my brothers; my brothers and I against my cousins; my brothers, my cousins, and I against the world”

1. How tall is Marcus Luttrell? How much does he weigh? (p43)

2. What 3 assets does Luttrell say he has? (p46)

3. What is Marcus Luttrell physically better at than his brother Morgan? (p52) 4. Luttrell’s dad

wanted him to be a SEAL because the SEALs exemplify what 7 traits? (p53) 5. The Taliban

promised to do what 2 things when they came to power? (p62)

6. Who are the Pashtun’s? (p69)

7. What is Pashtunwalai? (p71)

8. What is lokhay? (p72)

9. On missions, why are the SEALs housed together, away from other military personnel? (p72)

10. Why is “The Count of Monte Cristo” Luttrell’s favorite movie? (p74)

The Nature of Groups

NS4 Workbook pages 5-7

1. What is a group?
2. What are group dynamics?
3. Why do people become members of a group?
4. What is status? Why is it important?
5. How does group membership affect an individual's behavior?
6. What is a new dimension?
7. What is the secret to building successful teams? 8. What characterizes an unhealthy identification with a group?

NS-4 ETHICS HANDOUT #3: MORAL COURAGE

This study concerns a Navy Lieutenant, the Supply Officer on board a Los Angeles class nuclear-powered fast-attack submarine. He has recently received orders to detach from his current duties and transfer to a new command. Although excited about the new orders, he knows that executing them will be difficult, since the sub was scheduled to commence an extended deployment on the same day as his detachment.

Due to the sub's rigorous underway schedule, the new officer relieving him as Supply Officer is unable to check aboard until just five days prior to the sub's departure. This allows the two of them just four days to complete a full inventory of the sub's supplies. This is a required procedure so that the relieving officer can verify that all items are accounted for and then formally assume accountability for all supply items. On top of this, the four-day period falls over a weekend.

The major obstacle to the completion of the turnover is the required inventory of all subsistence (food) items on board the sub. This is normally a relatively simple task, but the sub has just completed loading its maximum quantity of food to ensure that there is enough on board for the 90-day deployment. Anticipating that this inventory will be a large job and require an "all-hands" effort, the Lieutenant gets together with the new officer and presents a plan to the Commanding Officer. The Commanding Officer reviews this plan, then tells the Lieutenant and the relieving officer to skip the inventory.

When they ask the Commanding Officer why he doesn't want an inventory completed, the CO explains that to properly complete it he would be required to order the crew to work "12 on and 12 off" for each of the four days prior to the extended deployment. The CO feels that this would adversely affect crew morale and that the advantage of a properly conducted inventory is not worth this reduction in crew morale. The two junior officers inform the CO that government regulations require the inventory be conducted, and that they are personally responsible to make this happen. The CO, however, is not persuaded by their legal argument. When both of the junior officers protest his decision, the CO ends the conversation by directly ordering them not to conduct an inventory. Both junior officers disagree with the CO's decision and consider this to be an "illegal" order, since it goes against regulations. They decide they have three options available to them:

1. Proceed with the inventory as was required by regulations (this is sure to bring on the full wrath of the CO at a time when he is writing their fitness evaluations.)
2. Have the new Supply Officer sign a "paper inventory" passed on the current stock-record balances and to trust that everything is there. This makes it his problem if something is missing.
3. Go over the CO's head by going to the submarine squadron's Supply Officer (a Lieutenant Commander who works for the Captain who commands all of the submarines in this squadron) and getting his advice on the situation.

5. Which one of the choices of action would you choose, and why?

Merchant Marine and National Defense

NS3 Text pages 16-21

1. What is an Auxiliary combatant?
2. How is a MSC U.S. Naval ship identified, how can you tell it's not a regular Navy ship?
3. What 5 ways does the Merchant Marine aid in National Defense? 4.

What are prepositioning ships and where are they stationed? 5. What

are the three departments on board a typical merchant ship? 6. What

is the mission of the Military Sealift Command?

7. What are Q ships?

8. What is MARAD? Where are they maintained?

46

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

81-102 (p92-116 black book)

[illegible]

-
- ____ 1. Why was bootcamp the most miserable eight weeks of Luttrell's life? (p77)
 2. What word "dominates and infiltrates every single aspect of life in the navy"? (p78)
 3. What is the ironclad SEAL folklore? (p81)
 - a. Why is it so important to SEALs?
 4. What is the only type of SEAL trainee the instructors were interested in? (p83) 47
 5. Who was Luttrell's BUD/S class proctor?
 - a. The class grew to love him for what 2 reasons? (p84)
 6. What is "that SEAL ethos" and why did the class leader "Push 'em out" for violating it? (p87)
 7. Who were the first SEAL trainees to drop-out of BUD/S?
 - a. Why were they among the first to go? (p88)
 8. What does Instructor Reno tell the SEAL trainees about integrity? (p91)
 - a. What happened to previous trainees who violated that rule?
 9. How did the instructors train the trainees in the underwater phase? (p94)

10. What is the bedrock of a warrior's strength? (p96)

48

Coach Carter

Guided Discussion

1. What does Coach Carter do the first day that sets the stage for the season?
2. What is Coach Carter's intent? Did he accomplish what he set out to do?
3. What message did the principal, school board, teachers and parents send to the player and community with regard to Coach Carter's enforcing the consequences of the contract? How important is the message that a leader sends to peers, superiors and subordinates?
4. Coach Carter's leadership style requires that the players show each other respect. Identify at least two ways Coach Carter required his players to show respect.
5. Principal Garrison and Coach Carter have a discussion regarding what each believes is the other's leadership role. What does each believe is the other's role? Is Coach Carter stepping beyond his area of responsibility? Discuss chain of command and when it is appropriate to act outside one's responsibility on the fireline.
6. Is Coach Carter's leadership decision to allow Timo back on the team twice fair to the other team members? Have you experience a similar situation in NJROTC? If so, how did you handle the situation?

7. Give an example(s) of team cohesion in the film. What tool does JROTC have to assess team cohesion?
8. Coach Carter uses himself as a bad example of poor human behavior when the team begins to humiliate and taunt the other teams. He asks the team to show some class and act like a champion. Does this type of behavior exist within NJROTC? What can be done to stop this from occurring?
9. Coach Carter truly believes that his duty is to develop his subordinates for the future. As a leader, how can you help develop your subordinates for the future?
10. In what ways does Coach Carter demonstrate Honor, Courage, or Commitment or develop these values in his players?

Internal & External Group Dynamics

NS4 Workbook pages 8-13

1. What are Internal Dynamics of a Groups? External Dynamics? 2.

What are the five factors that affect the internal dynamics of a group? 3.

What are 3 examples of external dynamics that affect a group? 4. What

does grapevine mean?

5. What is prestige?

6. What is Espirit de Corps?

7. What are four ways a group leader can create a satisfying social structure?

8. What is the overall objective of a group leader?

NJROTC NS4 Assignments 2024-2025

2nd Quarter

Nov 12	Nov 20	Nov 22	Nov 26	all Teachers	Truth of Leadership
Dec 3					Chapter 8 Example
Dec 5	Dec 6	Dec 11	Dec 13	Dec 17	US Strategy and the Navy
Jan 8	Jan 10	Jan 10	Jan 14		Cooperation & Discipline
Jan 21	Jan 24				Lone Survivor Chapter 6
					Truth of Leadership Chapter 2
					Unarmed Drill Competition
					Credibility Lone Survivor Chapter 4
					(NS1 Platoons) Threat Evaluation
					Grand Strategy
					Security, Recognition, & Organization
					Command & Orders
					Ethics #4 Ensign New
					Lone Survivor Chapter 5
					PT Test
					2nd Quarter Ends / Community Service Logs Due
					Grade Report Due Signed by

All assignments are due on the date listed, assignments turned in more than 1 week late will be accepted for 50% credit up to the last day of the quarter. Students absent on the due date may turn the assignment within 1 week of returning to class for full credit. These assignment are the student's responsibility to turn in on time.

The Truth about Leadership: Chapter 2 Credibility

1. Leadership begins with what? P15 Leadership continues with what? 2.

What do people look for and admire in a leader? P15

3. Leadership is a _____ between those who aspire to lead and those who choose to follow? p16

4. What are the four qualities of a leader that Kouzes and Posner list as most important?
P19

5. What is being honest? P19 Why is it important?

6. Why is being inspiring important? P20

7. What is the foundation of leadership? P22

8. What is the first Law of Leadership? p24

9. How can you or your fellow cadets increase your credibility in the eyes of junior cadets?

10. What is the second law of leadership? p28

Lone Survivor

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

Chapter 4-Welcome to Hell, Gentlemen

p108-128

ESSAY (50% of grade): - On page 117 Chief Taylor tells the candidates that did not make the 4 mile run they “failed, and for guys like you there’s a bigger price to pay”. Write a ½ page essay (2 paragraphs 3-5 sentences each) about what he means with bigger price. Have you ever paid a higher price for something?

1. Two-two-six classed up (started) BUD/s first phase with how many men? p109

a. How many did they start with?

2. What does “get wet” mean? p113

a. How is that different from “get wet & sandy”?

3. What is the little frogman’s marker? p112

4. How many candidates made it through breakfast on the first day? p115

5. How long did they have to make the 4 mile run? p115

a. How many didn't make the time?

6. Where is "the real battle" won? p123

7. What 2 pieces of advice did Captain Maguire tell the candidates? p124

8. What drove Marcus Luttrell during the first phase? p126

9. What 6 personal characteristics and qualities are demonstrated during Hell Week? p130

10. What happens if the thought of quitting enters a candidate's head? p136

a. What happens to candidates that DOR and reconsider?

Grand Strategy

NS3 Text pages 24-34

1. What National Strategy? Grand Strategy? Military Strategy? 2.

What were the three classic schools of global strategy?

3. What are the three phases of the evolution of U.S. grand strategy? 4. What

are the three principal elements of today's national military strategy? 5. What

did Karl von Clausewitz emphasize concerning strategy? 6. What is mutual

assured destruction? Weapons of mass destruction? 7. What is isolationism?

interventionism?

8. What did the Soviet Union and China do in the days following World War II that led to the Cold War?

North Port NJROTC Progress Report

Cadet Quarter

Class Teacher Grade Absences Teacher Initials Comments

6
1

Commands & Orders

NS4 Workbook pages 20-25

1. What are the 7 categories of leadership techniques? 2.

What are the 4 techniques involved in giving commands? 3.

What are the ten techniques involved in giving orders? 4.

What does concise mean?

5. What is a stereotype?

6. What does overbearing mean?

7. Explain the difference between a command and an order?

8. Every act of leadership should make followers feel what?

Lone Survivor

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

Chapter 5-Like the Remnants of a Ravaged Army

p139-150

Essay (50% of grade): - At the end of Hell Week Instructor Burns said “This week will live with you for all of your lives. Not one of you will ever forget it. And it means one thing above all else. If you can take Hell Week and beat it, you can do any damn thing in the world.” Write a ½ page essay (2 paragraphs 3-5 sentences each) about what he means by this, what it means to you. Have you ever been through something like this that tested your strength and determination?

1. When were they given fifteen minutes of hard physical training? p140

a. Why?

2. What was the reward for winners? p140

3. How many survived Hell Week? p147

4. What happened to Luttrell after Hell Week was over? p148

5. Why was passing the pool competency test so important? p150

6. How many started phase 3? p150

7. Why was the brutal regime of fitness harder in phase three? p152

8. What motivated Luttrell to jump out of the C-130 during his first jump experience? p154

9. When did Luttrell receive his trident? p155

10. What is the lifetime lesson for the sniper? p157

The Truth about Leadership: Chapter 8 Lead by Example

1. Have you ever led by example? When? Explain
2. How much of an effect do you think this had on how receptive junior cadets were?
3. _____ is the foundation of leadership. P106
4. What 2 tools does Alan Deutschman say leaders have? P107
 - a. Which is more important? Why?
5. What happens if the leader doesn't set a good example? p108
6. What is "behavioral integrity"? p109
7. What other leaders have learned is that people are _____.
Your _____ sends the loudest signals about what other people should be doing. p110

8. Why is it important for Leaders to Admit their mistakes? P114

9. ESSAY (50% of grade): Write a ½ page (2 paragraphs 3-5 sentences each) on what you think about Leading by Example and its role in leadership, have you ever been led by someone who didn't lead by example and how did that affect you?

U.S. Strategy and the Navy

NS3 Text pages 36-40

1. What are the two basic functions of the U.S. Navy?
2. What are the 3 functional roles of the Navy within the National military strategy?
3. What is Power Projection?
4. What is the Nuclear Triad?
5. What are the 7 Fundamental Warfare Tasks or Warfare Areas in the Navy?
6. What are the 5 Supporting Warfare Tasks?
7. What are Strategic Weapons?
8. What is the difference between tactics and strategy?

69
70

Cooperation & Discipline

NS4 Workbook pages 20-25

1. What is an infraction?
2. What are the eleven techniques involved in getting cooperation?
3. What are the ten techniques involved in establishing discipline?
4. What does sarcastic mean?
5. What is a censure?
6. What does humane mean?
7. What are some practical applications for getting cooperation?

8. What is the age-old adage regarding establishing discipline?

71

72

Lone Survivor

The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10

Chapter 6- 'Bye, Dudes, Give 'Em Hell

p177-194

Essay (50% of grade): - Write a ½ page essay (2 paragraphs 3-5 sentences each) about the issues the Rules of Engagement brings up for SEALs fighting the Taliban in Afghanistan. What do you think about it?

_____ 1. How long did it take Luttrell's unit to walk one and a half miles on the second mission?

p164

2. Why is it that Luttrell says he will never forget about the Taliban fighter his team captured on his second operation in Afghanistan? p166

3. What are the 3 things that the Rules of Engagement in Afghanistan specified they could not do? p167

4. What is the central question the ROE poses for warriors like SEALs? p167 73

5. What did Luttrell do in his spare time between missions? p177

a. Why?

6. What was the mission of Alpha platoon on Operation Red Wing, what were they "expected to" do? p 180

7. What bothered Luttrell about the mission? p185

8. What weapon did the team not take? p186

9. What did the team take because they were worried about the mission? p187

10. How much did their packs weigh? p187

Threat Evaluation

NS3 Text pages 42-44

1. What are the 3 basic considerations in evaluating an external threat? 2. What are the

nine principles of war?

3. What is an intelligence estimate?

4. What are vulnerabilities?

5. What is a calculated risk?

6. How are principles of war used in sports?

7. What main factors affect a nation's national strategy?

8. What consideration in evaluating an external threat is most difficult to assess? 75

Security, Recognition, & Organization

NS4 Workbook pages 20-25

1. What are the nine techniques involved in improving feelings of security?
2. What are the seven techniques involved in giving recognition?
3. What are the six techniques involved in improving organization & administration?
4. What are the seven categories of leadership techniques?
5. What are some practical applications for improving feelings of security?
6. What are some practical applications for giving recognition?
7. What are some practical applications for improving organization & administration?
8. What are some ways the morale of a unit can suffer?

Relationships & Attitude

NS4 Workbook pages 43-44

1. What are the two components of leading by example?
2. What are the characteristics of effective and successful officers?
3. How does attitude affect your performance?
4. How can a leader lose the respect of subordinates?
5. What is service reputation?
6. How does an officer's relationship with their peers affect everyone's performance?
7. Can a leader be successful without a good relationship with subordinates? Why?
8. Have you ever had a teacher with a good attitude? Bad attitude? How did it affect your performance?