

U.S. Army Reserve Officers' Training Program (ROTC)

College: Gallaspy College of Education and Human Development

Department: Military Science

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Northwestern State University Mission. Northwestern State University (NSU) is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

College Mission. The Gallaspy College of Education and Human Development (GCEHD) is committed to working collaboratively to acquire, create, and disseminate knowledge to NSU students through transformational, high-impact experiential learning practices, research, and service. Through the Schools of Education and Kinesiology and Departments of Military Science, Psychology and Addiction Studies, and Social Work, the College produces knowledgeable, inspired, and innovative graduates ready for lifelong learning who contribute to the communities in which they reside and professions they serve. Additionally, the GCEHD is dedicated to the communities served by the Marie Shaw Dunn Child Development Center, NSU Elementary Laboratory School, NSU Middle Laboratory School, and the NSU Child and Family Network to assist children and their families related to learning and development.

Department Mission: Military Science. The Northwestern State University Reserve Officers' Training Corps (NSU ROTC) program recruits, develops, retains, and commissions highly qualified students to be officers and leaders of character in the total Army including Active, Reserve, and National Guard.

Purpose. The purpose of ROTC is to provide credible, rigorous, and relevant training and education to Cadets; develop Cadets to be adaptive leaders capable of meeting challenges in an era of persistent conflict; and produce Cadets who embrace the Army profession and a life of selfless service to our nation.

Executive Summary

The Northwestern State University ROTC Program successfully met or exceeded the majority of established Student Learning Outcomes (SLOs) during Academic Cycle (AC) 2025–2026. Assessment findings demonstrated continued growth in Cadet leadership development, communication skills, tactical planning, physical readiness, and professional preparation for service as Army officers. Program faculty implemented curriculum refinements focused on experiential learning, scenario-based instruction, collaborative leadership development, and practical application of military doctrine. Assessment results indicate that these changes positively contributed to student performance and preparedness. Planned improvements for AC 2026–2027 will continue emphasizing tactical planning proficiency, adaptive leadership, squad-level operational mastery,

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communication skills, and targeted physical fitness development.

Methodology

The ROTC assessment process follows:

1. Instructors will collect data from assessment tools (both direct and indirect, quantitative, and qualitative) and submit it to the Program Manager for assembly for the Military Science Department Head (Assistant Professor of Military Science/APMS),
2. The APMS will analyze the data to determine whether Cadets have met measurable outcomes,
3. The APMS will discuss the assessment with the program faculty and will hold individual meetings with faculty as required,
4. Using the comprehensive summary, the APMS will propose changes to measurable outcomes and/or assessment tools for the next assessment period and build the plan of action moving forward.

Student Learning Outcomes:

SLO 1. First-year Cadets will develop basic knowledge and comprehension of Army leadership dimensions, attributes, and core leader competencies; gain an understanding of the ROTC program and the Army; explore the Seven Army Values and the Warrior Ethos and gain practical experience using critical communication skills. Faculty will measure competency through testing and essays.

Course Map: Tied to course syllabus objectives.

MSL1010: Introduction to the Army

MSL 1011: Introduction to the Army Laboratory

MSL 1020: Foundations of Leadership

MSL 1021: Foundations of Leadership Laboratory

Measure 1.1. (Direct – Knowledge)

Cadets demonstrate competent writing and public speaking skills during their first year in the program through short writing and presentation activities. These activities provide an early indication of students' writing and oral presentation skills and inform course instructors on lesson planning and instructional needs.

Target: 80% of Cadets will demonstrate satisfactory writing skills by scoring 70% or above on the writing activity.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty

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made the following changes in AC 2025-2026 to drive the cycle of improvement:

Cadets were required to complete a written summary after conducting a vulnerability assessment of their daily activities. This assessment incorporated topics and themes discussed in their anti-terrorism lectures and allow them to integrate critical thinking and analysis into their daily life.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Cadets will be required to develop a written list of pre-combat checks/pre-combat inspections that are relevant to their specific tactical situation and constrained by their logistical system. Cadets will then have to orally brief their checklist as a pre-mission requirement during the Troop Leading Procedures process, followed by a thorough inspection of their assigned team or squad to ensure they are in compliance with that checklist. Students will use institutional knowledge, combined with their experiential knowledge and the specific mission constraints to complete this individually with both the oral and written requirements assessed individually.

Measure 1.2. (Direct – Knowledge)

Cadets demonstrate public speaking skills throughout the first year through a series of oral presentations.

Target: 80% of enrolled Cadets will introduce themselves and present their personal reasons for joining ROTC by scoring 70% or higher on the presentation.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of these results, the faculty implemented the following changes for AC 2025-2026 to drive improvement:

Cadets had to build upon previous successes by conducting a tactical brief in a field environment. Whereas before, Cadets were able to develop their briefing in a classroom setting, they will now demonstrate familiarity by receiving a mission and then briefing that information to their squad mates. This further developed public speaking and communication and introduced critical thinking as they must determine what information is relevant to the mission and their squad.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Cadets will be required to conduct research, certify with a Military Science instructor

and then teach a Warrior Skill to their peers. This will enable first year Cadets with the experience in how to find warrior skill standards, demonstrate their familiarization, and instruct and correct deficiencies while teaching them.

SLO 2. Second-year Cadets will demonstrate leader attributes, values, and core leader skills through a series of essays, written operations orders, and information briefings to develop successful future officers.

Course Map: Tied to course objectives.

MSL 2010: Leadership and Ethics

MSL 2011: Leadership and Ethics Laboratory

MSL 2020: Army Doctrine and Decision Making

MSL 2021: Army Doctrine and Decision-Making Laboratory

Measure 2.1 (Direct – Knowledge)

Cadets began each class session with a 10-minute, informal leadership discussion on any aspect of leadership, military or otherwise. Initially, the cadre provided the topics, but as we proceeded through the year, Cadets developed their own topics and acted as leaders and facilitators for the discussions. This broadened the students' knowledge and understanding of leadership and improved their public speaking ability and confidence.

Target: 80% of enrolled Cadets will describe an understanding of adaptive leadership by scoring 80% or higher on writing activity.

Finding: Target was met.

Analysis. In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

A larger portion of the leadership discussions were scenario-based, allowing Cadets to see more clearly the challenges they face as they move into leadership positions. The scenarios were drawn from the real-world experiences of cadre as well as some historical vignettes. During these scenarios, Cadets were assigned to opposing sides and will be required to explain the reasons for their decisions. This process sharpened their analytical skills and prepared them for more responsibility as they are promoted into higher leadership positions.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation. Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Leadership discussions will be scenario based but will become increasingly complex with entire classes being devoted to developing and presenting solutions. The added details of the scenarios coupled with more time to develop solutions will allow Cadets to generate more well thought out solutions, further honing their leadership skills in both tactical and administrative situations.

Measure 2.2 (Direct – Knowledge)

Army officers are required to plan and lead tactical operations. To better prepare second-year Cadets for this task, they will receive prior classroom instruction on the subject matter being covered in the tactical labs to improve their understanding and participation in the labs. Second year classes will be synchronized with tactical labs to accomplish this goal.

These changes will improve the Cadet's ability to understand the material being presented during labs by giving them a more in-depth look as well as by placing the information into the broader context of military science, thereby continuing to push the cycle of improvement forward.

Target: 80% of enrolled Cadets will be able to demonstrate tactical leadership competencies by receiving an 80% score on graded leadership positions during labs.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026 to drive improvement:

The faculty built on and improved tactical class instruction for labs by extending blocks of instruction for subjects over multiple class periods. This change allowed students to plan and analyze tactical tasks at a more realistic pace and at the appropriate level of detail, better preparing them for labs, Cadet Summer Training, and real-world missions.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Both mid-term and final grades demonstrated a widespread lack of understanding of the components of the Operations Order as well as the orders process in general. Army Officers are required to plan military operations and therefore must be subject matter experts in the orders process. Faculty will create a practical exercise spanning 3-4 lecture periods in which Cadets will be divided into small groups to create and orally present tactical Operations Orders.

SLO 3. To prepare to successfully complete Advanced Camp, third-year Cadets will plan, coordinate, navigate, motivate, and lead a squad and platoon in the execution of a mission. They will demonstrate the ability to think critically, exercise sound decision making, and demonstrate adaptive leadership skills.

Course Map: Tied to course objectives.

MSL 3010: Training Management and Warfighting Functions

MSL 3011: Training Management and the Warfighting Functions Laboratory

MSL 3020: Applied Leadership in Small Unit Operations

MSL 3021: Applied Leadership in Small Unit Operations Laboratory

Measure: 3.1 (Direct – Skills)

The Army Leadership Requirement Model (ALRM) assesses leadership skills. The model encompasses Troop Leading Procedures; attributes of character, presence, and intellect; and the competencies of leading, developing, and achieving. At this level, leadership counts for 25% of the grade because Cadets must demonstrate their leadership abilities during Advanced Camp, normally pursued during the summer between junior and senior years.

Target: 100% of Cadets must score a minimum of 70% or higher on the ALRM to proceed to Advanced Camp.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026 to drive improvement:

Cadets were required to conduct a terrain analysis from a map and physically on ground at the mission location to demonstrate mastery of the characteristics of the offense and how they will array forces to meet them.

Mission execution required Cadets to plan, coordinate, navigate, motivate, and lead a squad and platoon. Advanced Camp tests their ability in all areas of leadership. To be better prepared for this leadership challenge, Cadets had to demonstrate the ability to think critically, exercise sound decision making, and show adaptive leadership skills through lab participation.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Cadet Summer Training (CST) serves as the formal evaluative portion of an Army ROTC Cadet's collegiate experience and continues to evolve as the Army refines the characteristics and qualities they expect out of future Officers. In previous years, this has led to both Platoon and Squad Leadership evaluations, however, during CST 2025, it was determined that only Squad level evaluations are necessary to accurately assess an individual Cadet's place using the Army Leadership Requirements Model. While this does not mean Platoon level leadership will be discontinued from the curriculum in Military Science, it does mean that squad level operations and leadership will be prioritized to attain a mastery level and that platoon level operations and leadership will be downgraded to a familiarization level. For AY 26-27, this means that lectures and labs will continue to assess and educate with more emphasis on squad level scenarios and only use platoon level to demonstrate the complexity and decision making necessary to understand the role of the squad within the platoon.

Measure: 3.2. (Direct – Knowledge)

Mission execution requires Cadets to plan, coordinate, navigate, motivate, and lead a squad and platoon. Advanced Camp tests their ability in all areas of leadership. To be better prepared for this leadership challenge, Cadets will demonstrate the ability to think critically, exercise sound decision making, and show adaptive leadership skills through lab participation.

Target: 100% of enrolled Cadets will demonstrate leadership skills while operating as platoon leaders, platoon sergeants and squad leaders during the execution of labs.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

Cadets were required to develop an individualized “smartbook” for platoon level tactical operations that will allow them to meet or exceed planning horizons. This afforded them the opportunity to conduct detailed rehearsals and ensure the platoon is prepared to the highest standards.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Cadets will expand upon their squad level knowledge by serving in a variety of squad leader positions (assault, security, support) for the entirety of the academic year. This will enable them to see the same scenario from different perspectives, with different assets, and facilitate understanding of how to synchronize those assets to ensure mission success.

SLO 4. Fourth-year Cadets will be prepared to face the complex demands required of US Army officers including strong reading, writing, and communication skills. Through reflective writing, collaboration, classroom discussion, and practical application, they will demonstrate a deep understanding of the Army and their roles as soon-to-be second lieutenants. Cadets will be prepared for the Basic Officer Leader Course and their first unit of activity.

Course Map: Tied to the course syllabus.

MSL 4010: The Army Officer

MSL 4011: The Army Officer Laboratory

MSL 4020: Company Grade Leadership

MSL 4021: Company Grade Leadership Laboratory

Measure 4.1. (Direct – Knowledge)

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The Army Writing Style uses clear and concise writing, and the Army expects writers to have a clear understanding of the writing process. A term paper of 3-5 pages on any aspect of leadership is required. Use and properly cite credible sources. Incorporate concepts and frameworks learned through the ROTC experience. Findings on how leadership will apply to the Cadet as a lieutenant and a leader in the Army will also be included.

Target: 80% of enrolled Cadets will demonstrate learning outcomes through written examinations or oral presentations and/or practical exercises with a minimum passing score of 70%.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

The faculty assigned a term paper and placed more emphasis on the oral portion; however, they allocated more time for the oral portion so that the Cadets could give a more thorough presentation and not be limited by time. This gave the instructor more data points to assess to give better feedback on their presentation skills since the bulk of the grading weight is placed on the presentation as opposed to the paper itself.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

The final assessment will be changed to be a formal oral practicum in uniform dress. A list of topics will be disseminated at the beginning of each semester to ensure Cadets have the maximum time to prepare. On the day of their individual evaluation, a topic or topic(s) will be selected at random, and the Cadet will have to articulate their answers. This practicum will assess the Cadet's institutional knowledge, physical demeanor and confidence in accordance with the Army Leadership Requirements Model and prepare them for such future engagements as they graduate, commission and move to their first unit of assignment.

Measure 4.2 (Direct – Disposition)

The focus of the second term project is professional reading incorporating battle analysis. For this activity, Cadets must complete professional reading, approved by the instructor, and present their interpretation of the battle analysis. The activity will include principles of Army Leadership and concepts taught throughout the senior year. Cadets should also discuss how the concepts apply to reading and how to apply them as future leaders in the Army.

Target: 80% of enrolled Cadets will be able to analyze professional reading and clearly link concepts of the reading activity to Army leadership concepts by scoring 70% or higher on the activity.

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Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

MS IV Cadets integrated their battle analysis as well as their staff ride with Cadets from Grambling State University, University of Louisiana Monroe, and Louisiana Tech University to increase the pool of Cadets participating. This change aligned with our program's merger as an Extension Unit of GSU's ROTC program. Additionally, the change gave our Cadets different perspectives from Cadets throughout the State as opposed to just at NSU.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

MS IV Cadets will integrate their battle analysis with their Cadet Summer Training experience to highlight lessons learned, both historically and their personal experience, and utilize that knowledge to facilitate tactical After-Action Reviews during tactical operations throughout the semester.

These Cadet-led discussions will reinforce strategic concepts taught throughout all four years in the MSL classes and tie them to current issues that junior leaders in the battalion will be facing in their junior and senior year. This will also facilitate knowledge of how the Combined Arms mentality shapes the modern battlefield and will highlight various Army Branches to Freshmen, Sophomores, and Juniors looking to assess into the Army.

Measure 4.3. (Direct – Knowledge)

Through facilitated discussions administered during the Cadet's last semester in the program, Cadets will demonstrate an understanding of Army War Fighting challenges; describe and discuss foreseeable challenges and concerns; and clearly display a grasp of subject matter through identification of how the Army of the future will operate.

Target: 80% of enrolled Cadets will demonstrate an understanding of Army War Fighting Challenges and Army Operating Concepts by scoring 70% or higher.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

The MS IV lecture was a combined class with Grambling State University, University of Louisiana Monroe, and Louisiana Tech University Cadets. The Professor of Military Science conducted in-person lectures at Grambling State once a week and at Northwestern State once a week on a rotating basis with everyone else attending

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virtually. Thus, current events will rotate between the schools to increase collaboration outside of NSU's program. The current events presentation was a graded event.

These changes placed more emphasis on being prepared for class and delivering a well-rehearsed briefing, thereby continuing to push the cycle of improvement forward.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

The Cadet Battalion staff at Northwestern State University will combine lines of effort in planning and executing multiple operations with Grambling State University and other affiliated ROTC programs across northern Louisiana. Students will be responsible, based on their assigned War Fighting Function, to create a joint plan from their respective areas of assignment; Command and Control, Movement and Maneuver, Intelligence, Fires, Protection, and Sustainment.

SLO 5. The goal of Army comprehensive fitness is to “seek balance, be resilient and demonstrate a strong and winning spirit.” As such, peak physical fitness is paramount to a successful Army career. Cadets will set an example for physical fitness according to Army regulations.

Course Map: Tied to the course syllabus.

MSL 2030: Intermediate Physical Fitness I

MSL 3040: Advanced Military Physical Fitness I

Measure 5.1. (Direct – Skills) MSL 2030 & MSL 3040

Cadets take a record Army Fitness Test (AFT) at the end of the semester. Passing this assessment is a requirement before they can contract with ROTC.

Target: 100% of enrolled Cadets will meet minimum standards (60 percentile) in each category for their respective age and gender.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was not met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

The Army changed the test of record from the Army Combat Fitness Test to the Army Fitness Test (AFT) with new standards for age and gender. The goal of AY 25-26 was to modify the current training plan to meet the respective changes in the scaling for each individual category while adhering to the core principles of military fitness.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027.

The end of year Army Fitness Test (AFT) showed an average composite score of 425/500 points. This is an average increase of 78 points from the beginning of the year AFT. The lowest event scores were in the 2-mile run with an average of 81/100 points and the pushups, with an average of 77/100 points. Faculty in conjunction with the Battalion's Physical Training Officer will develop a plan to specifically target the 2-mile run and pushup events while maintaining similar results in the other 3 events (Spring-Drag-Carry, Plank, 3rep Max Dead Lift).

Measure 5.2. (Direct – Knowledge) MSL 2030

Cadets are required to conduct a 5-minute oral presentation on the performance triad of sleep, nutrition, and exercise.

Target: 100% of enrolled Cadets will score at least 70% on the presentation.

Finding: Target was met.

Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

Cadets were required to analyze the results of their initial AFT and develop a plan to improve on their lowest two categories using the SMART methodology.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Each Cadet will be assigned a workout partner to help hold them accountable for PT attendance as well as effort put forth during PT sessions. The Physical Training Officer, in coordination with the faculty, will make these assignments based on physical abilities and temperament.

Measure 5.3. (Direct – Knowledge) MSL 3040

Cadets are required to demonstrate proficiency in Army fitness by leading the class through assigned exercises.

Target: 100% of enrolled Cadets will score at least 70% on a practical exam.

Finding: Target was met.

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Analysis.

In AC 2024-2025, the target was met. Based on the analysis of the results, the faculty implemented the following changes in AC 2025-2026:

Cadets were required to lead an entire physical training session and demonstrate their mastery of individual exercises as well as collective fitness, ensuring that all participants are engaged and maintaining the correct movements to prevent injuries.

As a result, the target was met in AC 2025-2026.

Decision or Recommendation.

Based on the analysis of the 2025-2026 results, the faculty will implement the following changes in 2026-2027:

Cadets will be required to develop a strength focused physical training session, an endurance focused physical training session and a combat focused training session devoted to both hands-on skills, fitness and team building at the squad and platoon level. Sessions will be conducted so that no Cadet is responsible for back-to-back sessions and will be able to refine their initial plans as their knowledge and experience increases through the academic year.

Comprehensive Summary of Key evidence of improvement based on analysis of results.

The following reflects all the changes implemented to drive the continuous process of seeking improvement in AC 2025-2026. These changes are based on the knowledge gained through analyzing the AC 2024-2025 results and lessons learned.

Cadets were required to complete a written summary after conducting a vulnerability assessment of their daily activities. This assessment incorporated topics and themes discussed in their anti-terrorism lectures and allowed them to integrate critical thinking and analysis into their daily life.

Cadets built upon previous successes by conducting a tactical brief in a field environment. Whereas before, Cadets were able to develop their briefing in a classroom setting, they will now demonstrate familiarity by receiving a mission and then briefing that information to their squad mates. This will further develop public speaking and communication and introduce critical thinking as they must determine what information is relevant to the mission and their squad.

A larger portion of the leadership discussions were scenario-based, allowing Cadets to see more clearly the challenges they will face as they move into leadership positions. The scenarios will be drawn from the real-world experiences of cadre as well as some historical vignettes. During these scenarios, Cadets were assigned to opposing sides and will be required to explain the reasons for their decisions. This process sharpened their analytical skills and prepared them for more responsibility as they are promoted into higher leadership positions.

The faculty built on and improved tactical class instruction for labs by extending blocks of instruction for particular subjects over multiple class periods. This change allowed

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students to plan and analyze tactical tasks at a more realistic pace and at the appropriate level of detail, better preparing them for labs, Cadet Summer Training, and real-world missions.

Cadets were required to conduct a terrain analysis from a map and physically on ground at the mission location to demonstrate mastery of the characteristics of the offense and how they will array forces to meet them. Mission execution requires Cadets to plan, coordinate, navigate, motivate, and lead a squad and platoon. Advanced Camp tests their ability in all areas of leadership. To be better prepared for this leadership challenge, Cadets demonstrated the ability to think critically, exercise sound decision making, and show adaptive leadership skills through lab participation.

Cadets were required to develop an individualized “smartbook” for platoon level tactical operations that will allow them to meet or exceed planning horizons. This afforded them the opportunity to conduct detailed rehearsals and ensure the platoon is prepared to the highest standards.

The faculty assigned a term paper and placed more emphasis on the oral portion; however, we will allocate more time for the oral portion so that the Cadets could give a more thorough presentation and not be limited by time. This gave the instructor more data points to assess to give better feedback on their presentation skills since the bulk of the grading weight is placed on the presentation as opposed to the paper itself.

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The MS IV lecture was a combined class with Grambling State University, University of Louisiana Monroe, and Louisiana Tech University Cadets. The Professor of Military Science will conduct in-person lectures at Grambling State once a week and at Northwestern State once a week on a rotating basis with everyone else attending virtually. Thus, current events will rotate between the schools to increase collaboration outside of NSU’s program. The current events presentation was a graded event.

The Army changed the test of record from the Army Combat Fitness Test to the Army Fitness Test (AFT) with new standards for age and gender. The goal of AY 25-26 was to modify the current training plan to meet the respective changes in the scaling for each individual category while adhering to the core principles of military fitness.

Cadets were required to analyze the results of their initial AFT and develop a plan to improve on their lowest two categories using the SMART methodology.

Cadets were required to lead an entire physical training session and demonstrate their mastery of individual exercises as well as collective fitness, ensuring that all participants are engaged and maintaining the correct movements to prevent injuries.

Plan of Action for Moving Forward:

Cadets will be required to develop a written list of pre-combat checks/pre-combat

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inspections that are relevant to their specific tactical situation and constrained by their logistical system. Cadets will then have to orally brief their checklist as a pre-mission requirement during the Troop Leading Procedures process, followed by a thorough inspection of their assigned team or squad to ensure they are in compliance with that checklist. Students will use institutional knowledge, combined with their experiential knowledge and the specific mission constraints to complete this individually with both the oral and written requirements assessed individually.

Cadets will be required to conduct research, certify with a Military Science instructor and then teach a Warrior Skill to their peers. This will enable first year Cadets with the experience in how to find warrior skill standards, demonstrate their familiarization, and instruct and correct deficiencies while teaching them.

Leadership discussions will continue to be scenario based but will become increasingly complex with entire classes being devoted to developing and presenting solutions. The added details of the scenarios coupled with more time to develop solutions will allow Cadets to generate more well thought out solutions, further honing their leadership skills in both tactical and administrative situations.

Both mid-term and final grades demonstrated a widespread lack of understanding of the components of the Operations Order as well as the orders process in general. Army Officers are required to plan military operations and therefore must be subject matter experts in the orders process. Faculty will create a practical exercise spanning 3-4 lecture periods in which Cadets will be divided into small groups to create and orally present tactical Operations Orders.

Cadet Summer Training (CST) serves as the formal evaluative portion of an Army ROTC Cadet's collegiate experience and continues to evolve as the Army refines the characteristics and qualities they expect out of future Officers. In previous years, this has led to both Platoon and Squad Leadership evaluations, however, during CST 2025, it was determined that only Squad level evaluations are necessary to accurately assess an individual Cadet's place using the Army Leadership Requirements Model. While this does not mean Platoon level leadership will be discontinued from the curriculum in Military Science, it does mean that squad level operations and leadership will be prioritized to attain a mastery level and that platoon level operations and leadership will be downgraded to a familiarization level. For AY 26-27, this means that lectures and labs will continue to assess and educate with more emphasis on squad level scenarios and only use platoon level to demonstrate the complexity and decision making necessary to understand the role of the squad within the platoon.

Cadets will expand upon their squad level knowledge by serving in a variety of squad leader positions (assault, security, support) for the entirety of the academic year. This will enable them to see the same scenario from different perspectives, with different assets, and facilitate understanding of how to synchronize those assets to ensure mission success.

The final assessment will be changed to be a formal oral practicum in uniform dress. A list of topics will be disseminated at the beginning of each semester to ensure Cadets have the maximum time to prepare. On the day of their individual evaluation, a topic or topic(s) will be selected at random, and the Cadet will have to articulate their answers. This practicum will assess the Cadet's institutional knowledge, physical demeanor and confidence in accordance with the Army Leadership Requirements

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Model and prepare them for such future engagements as they graduate, commission and move to their first unit of assignment.

MS IV Cadets will integrate their battle analysis with their Cadet Summer Training experience to highlight lessons learned, both historically and their personal experience, and utilize that knowledge to facilitate tactical After-Action Reviews during tactical operations throughout the semester. These Cadet-led discussions will reinforce strategic concepts taught throughout all four years in the MSL classes and tie them to current issues that junior leaders in the battalion will be facing in their junior and senior year. This will also facilitate knowledge of how the Combined Arms mentality shapes the modern battlefield and will highlight various Army Branches to Freshmen, Sophomores, and Juniors looking to assess into the Army.

The Cadet Battalion staff at Northwestern State University will combine lines of effort in planning and executing multiple operations with Grambling State University and other affiliated ROTC programs across northern Louisiana. Students will be responsible, based on their assigned War Fighting Function, to create a joint plan from their respective areas of assignment; Command and Control, Movement and Maneuver, Intelligence, Fires, Protection, and Sustainment.

The end of year Army Fitness Test (AFT) showed an average composite score of 425/500 points. This is a average increase of 78 points from the beginning of the year AFT. The lowest event scores were in the 2-mile run with an average of 81/100 points and the pushups, with an average of 77/100 points. Faculty in conjunction with the Battalion's Physical Training Officer will develop a plan to specifically target the 2-mile run and pushup events while maintaining similar results in the other 3 events (Spring- Drag-Carry, Plank, 3rep Max Dead Lift).

Each Cadet will be assigned a workout partner to help hold them accountable for PT attendance as well as effort put forth during PT sessions. The Physical Training Officer, in coordination with the faculty, will make these assignments based on physical abilities and temperament.

Cadets will be required to develop a strength focused physical training session, an endurance focused physical training session and a combat focused training session devoted to both hands-on skills, fitness and team building at the squad and platoon level. Sessions will be conducted so that no Cadet is responsible for back-to-back sessions and will be able to refine their initial plans as their knowledge and experience increases through the academic year.