Instructor

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Department: Military Science
Class: Military Science Building Room 101

Email etiquette: Emails can be expected to be answered by close of business (5pm) daily, no later than morning of the following business day.

COVID-19 POLICY

In compliance with Governor Greg Abbott’s executive order GA-36, all mask requirements at Stephen F. Austin State University are rescinded. See the below links for more info on Covid 19 guidelines.

https://www.sfasu.edu/covid19


ROTC Advanced Course

MS 301 focuses on training management and the warfighting functions. It is an academically challenging course were you will analyze, test, and relate the fundamentals of Training Management and how the Army operates through the Warfighting functions. At the conclusion of this course, you will be capable of planning, preparing, and executing training for a squad conducting small unit tactics. Includes a lab per week using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre.

Structure:

The Advanced Course is an academically rigorous two-year college program comprised of four college courses, Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for Cadet Summer Training/Advanced Camp. This course has specific learning objectives for the four Army Learning Areas (ALA) listed below.
The SROTC Course Outcomes are derived from the four Army Learning Areas and General Learning Outcomes (GLO), as established by the Army Learning Coordination Council. These outcomes are designed to prepare the newly commissioned Second Lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership
   - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
   - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
   - Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command
   - Proficiency in the principles of mission command
   - Proficiency in the elements of command and control (C2)
   - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
   - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
   - Proficiency in critical & creative thinking

3. Operations
   - Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
   - Proficiency in understanding the OE across all domains
   - Proficiency in sustainment functions supporting Army Operations

4. Training
   - Proficiency in planning, preparing, executing, and assessing training

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student’s understanding of the course content, ensuring students comprehend the learning objectives and are retaining the lesson content.

**Course Description**

MS301 *Training Management and the Warfighting Functions*, is an academically challenging course where you will analyze, test, and relate the fundamentals of Army Leadership, the Profession, Army Values and Ethics, Personal Development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Field Training Exercise (FTX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you into a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MS IV Cadets who will evaluate you using the Cadet Evaluation System (CER).
Successful completion of this course will help prepare you for the SROTC Advanced Camp, which you will attend in the summer at Fort Knox, KY.

Course Design
This course was designed to be student-centric placing the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject within the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom; do your homework so your instructors can spend more time sharing their personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussion and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Overview of Class Sessions
MS301-L01 Course Overview
MS301-L02 OML Overview
MS301-L03 Training Management Process
MS301-L04 Rehearsals and Pre-Execution Checks
MS301-L05 After Action Reviews
MS301 L06 Leadership Lab Certification
MS301-L07 Army Publications, Online Resources, and Professional Reading *(‘Start with Why’ assigned)*
MS301-L08 Map Reading Review
MS301-L09 Leadership Lab Certification
MS301-L10 Land Navigation Review
MS301-L11 Navigational Methods & Route Planning
MS301-L12 Leadership Lab Certification
MS301-L13 Route Planning Practical Exercise
MS301-L14 METT-TC
MS301-L15 Leadership Lab Certification
MS301-L16 Sand Tables / Terrain Models
MS301-L17 Introduction to the Army Operational Concept / C2
MS301-L18 Leadership Lab Certification
MS301-L19 Movement and Maneuver
MS301-L20 Branch Orientation Briefings (IN, AR, AV)
Military Organizations and Functions
MILS 3301 Fall 2021

MS301-L21 Leadership Lab Certification
MS301-L22 Intelligence
MS301-L23 Branch Orientation Briefings (MI, SC, CY)
MS301-L24 Leadership Lab Certification
MS301-L25 Fires
MS301-L26 Branch Orientation Briefings (FA, AD)
MS301-L27 Leadership Lab Certification
MS301-L28 Sustainment
MS301-L29 Branch Orientation Briefings (OD, TC, QM, AG, FI, MS)
MS301-L30 Leadership Lab Certification
MS301-L31 Protection
MS301-L32 Branch Orientation Briefings (EN, MP, CM)
MS301-L33 Leadership Lab Certification
MS301-L34 Leadership Behavior and Peer Evaluations
MS301-L35 Peer Evaluations PE
MS301-L36 Final Exam

MS 301 Course Requirements

Class participation
You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interaction. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in-class exercises, and leading lab exercises.

Skills Presentation (Branch Information Brief)
Briefing Skills: Present a five-minute information brief on a topic selected by the student and approved by the instructor. (See Branch Information Briefing below for additional information)

Quizzes
Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Final Exam
A cumulative final exam will be given to assess your knowledge attained throughout the course of the semester.
Physical Training

NOTE: *Contracted Cadets are required to participate in all ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in and outside the classroom.

As a future officer, you are expected to set the example for physical fitness according to Army regulations. Physical Training will occur daily from 5:45 AM – 7:00 AM, locations will vary due to physical training task. All Contracted cadets will take APFT every month and take the ACFT twice a semester. Reference the Cadet training calendar for times and locations. Cadets who fail to maintain the Army physical fitness standards in accordance with FM 7-22 will be counseled and released from the ROTC.

Branch Information Briefing

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific Army branch to research and present an Information brief. This brief will follow the format contained in FM 6-0, Commanders and Staff Organization and Operations, w/Ch2, 22 April 2016, Chapter 7, Military Briefings.

This Branch Information Briefings will be conducted during Lessons 20, 23, 26, 29, and 32. (See cadre for additional information)

Peer Evaluations/Writing Assignments

1. Reflecting on the feedback you received from any peer evaluations and counseling, write a three to five page personal development plan that you can implement during your spring semester, MS 302 course. Your paper will outline your plan to sustain your excellent ratings and what actions you will take or implement to improve your ‘satisfactory’ and ‘needs improvement’ ratings you received.

2. Write a 5-paragraph OPORD based on an OPORD from higher, provided by the cadre.

NOTE: *Contracted Cadets are required to participate in all ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in and outside the classroom.

Term Project

Maintain a weekly Reflective Journal to turn in at the end of the semester for review and grading by the instructor. Entries should reflect on the good or bad leader attributes and core competencies that you have observed from others, each week. Your reflections can be on anyone on or off campus, and for any team, class, event or activity that you participated in that week. Comparing and contrasting leader attributes and core competencies of different people, at events, and within dissimilar organizations are encouraged.
EVERYTHING PRESENTED IN CLASS IS TESTABLE. Note taking is not mandatory, but highly encouraged. You can use them as a quick reference, during testing.

1) Class Participation 10%
2) Practical Exercises and Quizzes 15%
3) Start with Why Essay 10%
4) Complete TAB 15%
5) Mid-Term Exam 15%
6) Branch Orientation Briefings 10%
7) Final Exam 25%

Every attempt will be made to offer adequate written assessments in explaining evaluations. All late papers and assignments will receive a 10% reduction in grade.

Grading Scale- The following is the grading scale for the course:

- 90-100 points = A
- 80-89 points = B
- 70-79 points = C
- 60-69 points = D
- Below 59 = F

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMS’s assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Cadet is responsible and expected to attain (Know and Do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance

The Operational Camouflage Pattern (OCP) Uniform will be worn to class on Wednesdays or on class days that Cadets are conducting ROTC activities. All Cadets will comply with AR 670-1 (Wear and Appearance of Army Uniform) and the Cadet Handbook for grooming standards and proper wear of the uniform.

Collaboration

You are encouraged to work together with your fellow Cadets and seek guidance and help from your instructor, MS IV Cadets, and other ROTC cadre.
Religious Accommodation

- The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions, or to observe no religion at all.
- The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.
- Requests for religious accommodation generally fall into five major areas:
  - Worship practices
  - Dietary practices
  - Medical practices
  - Wear and appearance of the uniform
  - Grooming practices
- For more information please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6.

Inappropriate Relationships

- Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).
- The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:
  
  (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

  (2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer’s inappropriate conduct.

  (3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.
**On-line Conduct**

- As members of the Army Team, our individual actions and interactions, on and off duty, online and offline, reflect upon the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values, applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

- Any type of online misconduct such as: harassment; bullying; hazing; stalking; discrimination; or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action.

- It is every individual’s (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader’s responsibility to enforce those laws and regulations pertaining to Online Conduct.

- For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

**Academic Integrity**

Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways, including providing instruction on the components of academic honesty and abiding by university policy on penalties for cheating and plagiarism.

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to:

1. using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class
2. falsifying or inventing any information, including citations, on an assigned exercise
3. and/or helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are:

1. submitting an assignment as if it were one’s own work when, in fact, it is at least partly the work of another
2. submitting a work that has been purchased or otherwise obtained from an Internet source or another source
3. and incorporating the words or ideas of an author into one’s paper without giving the author due credit.

Please read the complete policy at

[http://catalog.sfasu.edu/content.php?catoid=2&navoid=78#academic-integrity](http://catalog.sfasu.edu/content.php?catoid=2&navoid=78#academic-integrity)
Withheld Grades Semester Grades Policy

Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

https://www.sfasu.edu/policies/course-grades-5.5.pdf

Students with Disabilities

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Title IX/Clery Act Notification

Sexual misconduct (sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain confidential support from the Lumberjacks Care and the Title IX Coordinator at (936) 468-8292, Counseling Center (936) 468-2401, Student Health Clinic (936) 468-4008, Family Crisis Center of East Texas SFA Office (936) 468-7233 or (800) 828-7233 (24 hour crisis line). To report sexual misconduct or sex discrimination, contact the University Police Department at (936) 468-2608. Disclosure to University faculty or instructors of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is not confidential under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University’s Title IX officer. For more information, see http://www.sfasu.edu/Lumberjacks-Care/.

Cell Phone Policy

There is a reasonable expectation that students come to class with a cell phone without it being a distraction. Cellphones will either be OFF or on SILENT/VIBRATE. If there is a known issue or emergency coordinate with the instructor prior to the start of class
Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person’s accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation. The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination. The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

Changes to Curriculum

This syllabus is a guide for the student, but is subject to change. The student will be informed of all pending changes with adequate time to prepare for tests and other deliverables. Students will be given access to Army doctrinal materials during the course of the class that will not be available prior to the beginning of class. Students will be expected to reference the materials prior to the corresponding lesson.

Course Publications

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<td>ADP 1-02</td>
<td>Terms and Military Symbols</td>
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<td>Sustainment</td>
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<td>ATP 3-20.98</td>
<td>Scout Platoon</td>
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| ATP 3-21.8 | Infantry Platoon and Squad                                           | 12 Apr 2016  | w/c1, Aug 16
| ATP 3-21.10| Infantry Rifle Company                                               | 14 May 2018  |
| ATP 3-50.21| Survival                                                             | 18 Sep 2018  |
| ATP 5-0.1  | Army Design Methodology                                              | 01 Jul 2015  |
| ATP 5-19   | Risk Management                                                      | 14 Apr 2014  | w/c1, Sep 14
| ATP 6-22.1 | Counseling Process                                                   | 01 July 2014 |
| FM 1-02.1  | Operational Terms                                                    | 21 Nov 2019  |
| FM 2-0     | Intelligence                                                         | 06 Jul 2018  |
| FM 3-05.70 | Survival                                                             | 17 May 2002  |
| FM 6-0     | Commander and Staff Organization & Ops.                              | 05 May 2014  | w/c2, Apr 16
| FM 6-22    | Leader Development                                                   | 30 Jun 2015  |
| FM 7-0     | Train to Win in a Complex World                                      | 05 Oct 2016  |
| FM 7-22    | Army Physical Readiness Training                                     | 26 Oct 2012  | w/c1, May 13
| JP 3-0     | Joint Operations                                                     | 17 Jan 2017  | c1, Oct 2018
| JP 3-07    | Stability                                                            | 03 Aug 2016  |
| JP 5-0     | Joint Planning                                                       | 16 Jun 2017  |
| STP 21-1   | Warrior Skills Level 1                                               | 07 Nov 2019  |
| SMCT       |                                                                     |              |
| STP 21-24  | Warrior Leaders Skills Level 2, 3, and 4                            | 09 Sep 2008  |
| TC 3-21.5  | Drill and Ceremonies                                                 | 20 Jan 2012  |
| TC 3-21.60 | Visual Signals | 17 Mar 2017 |
| TC 3-21.76 | Ranger Handbook | 26 Apr 2017 |
| TC 3-25.26 | Map Reading and Land Navigation | 15 Nov 2013 |
| AR 25-30 | Army Publishing Program | 13 Jun 2018 |
| AR 25-50 | Preparing and Managing Correspondence | 17 May 2013 |
| AR 350-1 | Army Training and Leader Development | 10 Dec 2017 |
| AR 600-20 | Army Command Policy | 6 Nov 2014 |
| AR 623-3 | Evaluation Reporting System | 14 Jun 2019 |
| AR 670-1 | Wear and Appearance of Uniforms & Insignia | 25 May 2017 |
| N/A | Unit Training Management | Dec 2013 |
| N/A | Tutorial: Getting your Unit METL | ATN |
| N/A | Leaders Guide to Company Training Meetings | Dec 13 |
| N/A | Leaders Guide to AAR | Dec 13 |
| DA PAM 600-3 | Officer Prof. Development and Career Mgt. | 03 Apr 2019 |
| DA PAM 600-4 | Army Medical Department Officer Professional Development And Career Mgt. | 06 Sep 2018 |
| DA PAM 623-3 | Evaluation Reporting System | 27 Sep 2019 |
| TRADOC PAM 525-3-1 | The U.S. Army in Multi-Domain Operations 2028 | 06 Dec 2018 |
| USACC REG 385-10 | Cadet Command Safety Program Regulation | 01 May 2016 |
| USACC REG 145-3 | ROTC On-Campus Training and Leadership Development | 18 Jun 2019 |
| ACFT Handbook | Army Combat Fitness Test | Sep 2018 |
| CALL Handbook No. 19-18 | Commander and Staff Guide to Rehearsals (Lessons and Best Practices) | Jul 2019 |
**Additional Publication Sites** (selected readings available online):

- **Army Training Network** (ATN): [https://atn.army.mil/](https://atn.army.mil/)
- **Central Army Registry** (CAR): [https://rdl.train.army.mil/catalog/dashboard](https://rdl.train.army.mil/catalog/dashboard)
- **ROTC Blackboard** (Bb): [https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1](https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1)

**Further Reading**


*NOTE: This is a very general list. Cadre members are encouraged to contribute references they believe to be beneficial. For additional leadership references see Suggested Reading List on*
ROTC Blackboard; Suggested Readings published by the Center for the Army Profession and Leadership (CAPL) at: https://capl.army.mil/additional-resources/ar-origional.php; Cadet Command Reading List at: https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc; or the U.S. Army Chief of Staff’s Professional Reading List, United States Army Center for Military History, found at: https://history.army.mil/html/books/105/105-1-1/index.html.