Instructor

**Name:** Master Sergeant (MSG) Jaime Contreras  
**Email:** Jaime.Contreras@sfasu.edu  
**Phone:** Office (936) 468-4295  
**Office Hours:** Mon: 0930-1100; 1330-1630  
Tues: 1045-1145; 1530-1700  
Wed: 0930-1200  
Thurs: 1045-1145; 1530-1630  
Fri: 0930-1130; 1330-1500  
Drop-In (Open Door – if my door is open, you can walk in)  
**Department:** Military Science  
**Class:** Military Science Building Room 101

**Email etiquette:** Expect emails to be answered by the next academic day

**Structure:**

**ROTC Advanced Course:**

MILS 3301 focuses on training management and warfighting functions. It is an academically challenging course where you will analyze, test, and relate the fundamentals of Training Management and how the Army operates through the Warfighting functions. After this course, you will be capable of planning, preparing, and executing training for small unit tactics. Includes a lab per week using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre.

**Credit Hour Justification:**

This course will consist of three semester hours, two hours lecture and one hour of laboratory per week. Basic leadership, land navigation, physical readiness training, mission planning, combat patrolling, methods of instruction, application of leadership and management techniques. Students desiring credit for Leadership Laboratory may enroll in MILS 4107. Prerequisite: Completion of basic course(s) or instructor approval. Fall only.

**Structure:**

The Advanced Course is an academically rigorous two-year college program comprised of four 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 to
prepare you for Cadet Summer Training/Advanced Camp adequately. 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), 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 systems 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, monitoring the student’s understanding of the course content, ensuring students comprehend the learning objectives and retain the content.

Course Description
MILS 3301 Training Management and the Warfighting Functions is an academically challenging course. You will analyze, test, and relate the fundamentals of Army Leadership, the Profession, Army Values, ethics, Personal Development, and small unit tactics at the platoon level. After this course, you will be capable of planning, coordinating, navigating, motivating, and leading a squad and platoon in executing a classroom PE, a Leadership Lab, or a Field Training Exercise (FTX). You will be required
to write peer evaluations and receive feedback on your leadership abilities and how to improve leadership 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 the 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. Students desiring credit for leadership laboratory may enroll in MILS 4107.

**Course Design**
This course is student-centric, placing the onus of learning on the student but facilitated by the instructor. Army Officers are expected to be lifelong learners who take responsibility and personal initiative for their learning. You must adequately conduct your pre-class assignments to understand the foundation of each subject within the course. Doing so will allow your instructor to spend most 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 knowledge and experiences with your class. The class will be conducted interactively with ample small group discussion and practical exercise opportunities. 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, SF)
MS301-L21  Leadership Lab Certification
MS301-L22  Intelligence
MS301-L23  Branch Orientation Briefings (MI, SC)
MS301-L24  Leadership Lab Certification
MS301-L25  Fires
MS301-L26  Branch Orientation Briefings (FA, AD, CY, PO)
MS301-L27  Leadership Lab Certification
MS301-L28  Sustainment
MS301-L29  Branch Orientation Briefings (OD, TC, QM, AG, FC, MS)
MS301-L30  Leadership Lab Certification
MS301-L31  Protection
MS301-L32  Branch Orientation Briefings (EN, MP, CM, CA)
MS301-L33  Leadership Lab Certification
MS301-L34  Leadership Behavior and Peer Evaluations
MS301-L35  Peer Evaluations PE
MS301-L36  Final Exam

General Lab Schedule

| LAB 01   | ROTC introduction/Welcome back Lab |
| LAB 02   | Drill & Ceremony                  |
| LAB 03   | Team Building Exercise            |

Page 4 of 16
LAB 04  Land Navigation I
LAB 05  Land Navigation II
LAB 06  Tactical Combat Casualty Care (TC3)
LAB 07  Fieldcraft
LAB 08  Pre-Combat Checks and Inspections for FTX
LAB 09  Military Communications
LAB 10  Preliminary Marksmanship Instruction
LAB 11  Individual Movement Techniques
LAB 12  Team & Squad Movement Techniques
LAB 13  Team Building Event
LAB 14  Awards Lab

MILS 3301 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 assess your knowledge attained throughout the semester.

Physical Training
NOTE: ***Contracted Cadets are required to participate in all ROTC activities. Students attending this class 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 be conducted Tuesday thru Thursday from 0630 – 0730; locations will vary due to physical training tasks. All Contracted cadets will take an ACFT twice a semester. Reference the Cadet training calendar for times and places. Cadets who fail to maintain the Army physical fitness standards per 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 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 in FM 6-0, *Commanders and Staff Organization and Operations*, Chapter 7, Military Briefings. The instructor should ensure that all branches are represented before assigning duplicates. These 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 your own experiences during this course, write a three to five-page essay (typed and double-spaced) describing the relationship between the Troop Leading Procedures and the T-Week Concept.

2. Reflecting on your lessons of METT-TC, select one (1) Warfighting Function and write a three to five-page essay describing each separate mission variable (Mission; Enemy; Terrain and Weather; Troops and Support Available; Time Available; and Civil Considerations) could impact that function.

3. 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 the ‘satisfactory’ and ‘needs improvement’ ratings you received.

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

5. MSIII and IV Cadets will use Lab opportunities to practice writing Army Memorandums in the preparation/resourcing of their Labs.

**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 you participated in that week. Comparing and contrasting leader attributes and core competencies of different people at events and within different organizations are encouraged.

**Reading**

- Student Readings (SR) are attached to each lesson plan and will be provided electronically by the Cadre.
- Selected readings available online at: [https://www.apd.army.mil/](https://www.apd.army.mil/)

**EVERYTHING PRESENTED IN CLASS IS TESTABLE.** Note-taking is not mandatory but highly encouraged. You can use them as a quick reference during testing.

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesson Assessments (quizzes, papers, etc.)</td>
<td>50%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>‘Start with Why’ Essay</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-Term Exam (Essay)</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>10%</td>
</tr>
<tr>
<td>Branch Orientation Briefings</td>
<td>10%</td>
</tr>
</tbody>
</table>

**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.*

**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:** Your performance will be evaluated against required course end states and developmental outcomes throughout the year. 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 individual 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 all day Wednesdays or when specified by the Cadre for 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 uniform wear.

**Collaboration**
You are encouraged to work with your fellow Cadets and seek guidance from your instructor, MS IV Cadets, and other ROTC Cadres.

**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 the 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, paragraphs 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 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.

**Online 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 for upholding the Army standards and values, applying
all aspects to 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 the responsibility of all university faculty 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 the 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://www.sfasu.edu/policies/student-academic-dishonesty-4.1.pdf

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/.

**Mental Health and Wellness**

SFA values students’ mental health and the role it plays in academic and overall student success. SFA provides a variety of resources to support students' mental health and wellness. Many of these resources are free, and all of them are confidential.

**On-Campus Resource:**
SFA Counseling Service
[www.sfasu.edu/counselingservices](http://www.sfasu.edu/counselingservices)
Health and Wellness Hub (corner of E. College and Raguet)
936.468.2401

**SFA Human Services Counseling Clinic**
[www.sfasu.edu/humanservices/139.asp](http://www.sfasu.edu/humanservices/139.asp)
Human Services, Room 202
936.468.1041

**Crisis Resources:**
Burke 24-hour crisis line: 1.800.392.8343
National Suicide Crisis Prevention: 9-8-8
Suicide Prevention Lifeline: 1.800.273.TALK (8255)
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.

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 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 Publication:

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Date</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP 1</td>
<td>The Army</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP/ATP Code</td>
<td>Course Title</td>
<td>Release Date</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>ADP 1-01</td>
<td>Doctrine Primer</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 2-0</td>
<td>Intelligence</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-0</td>
<td>Operations</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-07</td>
<td>Stability</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-19</td>
<td>Fires</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-28</td>
<td>Defense Support of Civil Authorities</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-37</td>
<td>Protection</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 3-90</td>
<td>Offense and Defense</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 4-0</td>
<td>Sustainment</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 6-0</td>
<td>Mission Command: Command and Control of Army Forces</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 6-22</td>
<td>Army Leadership and the Profession</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ADP 7-0</td>
<td>Training</td>
<td>31 Jul 2019</td>
<td></td>
</tr>
<tr>
<td>ATP 3-09.30</td>
<td>Observed Fires</td>
<td>28 Sep 2017</td>
<td></td>
</tr>
<tr>
<td>ATP 3-20.98</td>
<td>Scout Platoon</td>
<td>04 Dec 2019</td>
<td></td>
</tr>
<tr>
<td>ATP 3-21.8</td>
<td>Infantry Platoon and Squad</td>
<td>12 Apr 2016</td>
<td></td>
</tr>
<tr>
<td>ATP 3-21.10</td>
<td>Infantry Rifle Company</td>
<td>14 May 2018</td>
<td></td>
</tr>
<tr>
<td>ATP 3-50.21</td>
<td>Survival</td>
<td>18 Sep 2018</td>
<td></td>
</tr>
<tr>
<td>ATP 5-0.1</td>
<td>Army Design Methodology</td>
<td>01 Jul 2015</td>
<td></td>
</tr>
<tr>
<td>ATP 5-19</td>
<td>Risk Management</td>
<td>09 Nov 2021</td>
<td></td>
</tr>
<tr>
<td>Code</td>
<td>Title</td>
<td>Date</td>
<td>Notes</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------------</td>
<td>-----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>ATP 6-22.1</td>
<td>The Counseling Process</td>
<td>01 Jul 2014</td>
<td></td>
</tr>
<tr>
<td>FM 1-02.1</td>
<td>Operational Terms</td>
<td>09 Mar 2021</td>
<td></td>
</tr>
<tr>
<td>FM 1-02.2</td>
<td>Military Symbols</td>
<td>10 Nov 2020</td>
<td></td>
</tr>
<tr>
<td>FM 2-0</td>
<td>Intelligence</td>
<td>06 Jul 2018</td>
<td></td>
</tr>
<tr>
<td>FM 6-0</td>
<td>Commander and Staff Organization &amp; Ops.</td>
<td>05 May 2014</td>
<td>w/c2, Apr 16</td>
</tr>
<tr>
<td>FM 6-22</td>
<td>Leader Development</td>
<td>30 Jun 2015</td>
<td></td>
</tr>
<tr>
<td>FM 7-0</td>
<td>Training</td>
<td>14 Jun 2021</td>
<td></td>
</tr>
<tr>
<td>FM 7-22</td>
<td>Holistic Health and Fitness</td>
<td>01 Oct 2020</td>
<td>w/c1, 08 Oct 2020</td>
</tr>
<tr>
<td>JP 3-0</td>
<td>Joint Operations</td>
<td>17 Jan 2017</td>
<td>c1, 22 Oct 2018</td>
</tr>
<tr>
<td>JP 3-07</td>
<td>Stability</td>
<td>03 Aug 2016</td>
<td></td>
</tr>
<tr>
<td>JP 5-0</td>
<td>Joint Planning</td>
<td>01 Dec 2020</td>
<td></td>
</tr>
<tr>
<td>STP 21-1</td>
<td>SMCT, Warrior Skills, Level 1</td>
<td>07 Sep 2021</td>
<td></td>
</tr>
<tr>
<td>STP 21-24</td>
<td>SMCT, Warrior Leader Skills Level 2, 3, and 4</td>
<td>09 Sep 2008</td>
<td></td>
</tr>
<tr>
<td>TC 3-21.5</td>
<td>Drill and Ceremonies</td>
<td>03 May 2021</td>
<td></td>
</tr>
<tr>
<td>TC 3-21.60</td>
<td>Visual Signals</td>
<td>17 Mar 2017</td>
<td></td>
</tr>
<tr>
<td>TC 3-21.76</td>
<td>Ranger Handbook</td>
<td>26 Apr 2017</td>
<td></td>
</tr>
<tr>
<td>TC 3-25.26</td>
<td>Map Reading and Land Navigation</td>
<td>15 Nov 2013</td>
<td></td>
</tr>
<tr>
<td>Reference</td>
<td>Title</td>
<td>Date</td>
<td>Source</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------</td>
<td>------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>AR 25-30</td>
<td>Army Publishing Program</td>
<td>14 Jun 2021</td>
<td></td>
</tr>
<tr>
<td>AR 25-50</td>
<td>Preparing and Managing Correspondence</td>
<td>10 Oct 2020</td>
<td></td>
</tr>
<tr>
<td>AR 350-1</td>
<td>Army Training and Leader Development</td>
<td>10 Dec 2017</td>
<td></td>
</tr>
<tr>
<td>AR 600-20</td>
<td>Army Command Policy</td>
<td>24 Jul 2020</td>
<td></td>
</tr>
<tr>
<td>AR 623-3</td>
<td>Evaluation Reporting System</td>
<td>14 Jun 2019</td>
<td></td>
</tr>
<tr>
<td>AR 670-1</td>
<td>Wear and Appearance of Army Uniforms &amp; Insignia</td>
<td>26 Jan 2021</td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>Unit Training Management</td>
<td>N/A</td>
<td>ATN</td>
</tr>
<tr>
<td>N/A</td>
<td>Tutorial: Getting your Unit METL</td>
<td>N/A</td>
<td>ATN</td>
</tr>
<tr>
<td>N/A</td>
<td>How to Conduct an AAR</td>
<td>N/A</td>
<td>ATN</td>
</tr>
<tr>
<td>DA PAM 600-3</td>
<td>Officer Prof. Development and Career Mgt.</td>
<td>03 Apr 2019</td>
<td></td>
</tr>
<tr>
<td>DA PAM 600-4</td>
<td>Army Medical Department Officer Professional Development And Career Mgt.</td>
<td>30 Mar 2020</td>
<td></td>
</tr>
<tr>
<td>DA PAM 623-3</td>
<td>Evaluation Reporting System</td>
<td>27 Sep 2019</td>
<td></td>
</tr>
<tr>
<td>TRADOC PAM 525-3-1</td>
<td>The U.S. Army in Multi-Domain Operations 2028</td>
<td>06 Dec 2018</td>
<td></td>
</tr>
<tr>
<td>USACC REG 145-3</td>
<td>ROTC On-Campus Training and Leadership Development</td>
<td>18 Jun 2019</td>
<td>USACC Sharepoint</td>
</tr>
<tr>
<td>USACC REG 385-10</td>
<td>Cadet Command Safety Program Regulation</td>
<td>01 May 2016</td>
<td>USACC Sharepoint</td>
</tr>
<tr>
<td>ACFT Handbook</td>
<td>Army Combat Fitness Test</td>
<td>Sep 2018</td>
<td>Found at CAC, at:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="https://usacac.army.mil/node/2176">https://usacac.army.mil/node/2176</a></td>
</tr>
<tr>
<td>Misc.</td>
<td>Multiple Training Resource Videos</td>
<td>N/A</td>
<td>ATN: <a href="https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs">https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs</a></td>
</tr>
</tbody>
</table>

**Additional Publication Sites** (selected readings available online):
- **Army Training Network** (ATN): https://atn.army.mil/
- **Central Army Registry** (CAR): https://rdl.train.army.mil/catalog/dashboard
- **Army Publication Directorate** (APD): http://www.apd.army.mil/
- **ROTC Blackboard** (Bb): https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=_118_1

**Further Reading Publications:**
*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/library/suggested-readings.php; Cadet Command Reading List at: https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tabId= _17642_1&tab_tab_group_id= _226_1; 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.