Instructor Information:

Name: Lieutenant Colonel Gilberto Escobedo  
Email: gilberto.escobedo@sfasu.edu  
Phone: 936-468-4505  
Office: Military Science Building, Room 104  
Office Hours: Monday, Wednesday, and Friday from 0900-1200  
Department: Military Science  
Class meeting time and place: Classes are Tuesday and Thursday, Section 001 meets from 11:00am to 12:15pm and Section 002 meets from 2:00pm to 3:15pm in the Military Science Building, Room 101.

Structure:

Course Description

MILS 4301 Focuses on development of the Army Officer. It is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company or field grade officer level. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

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Course Credit Hour Justification

This course will consist of three semester hours, two hours of lecture and one hour of laboratory per week. Applied leadership and counseling; preparing, planning, and conducting training, the personnel management system, logistics, and principles of war. Students desiring credit for Leadership Laboratory may enroll in MILS 4107. Prerequisite: MILS 3302 or instructor approval. Fall only.

Course Design

This course is designed to be student-centric with the onus of learning on the student, 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 in the course. Doing so will allow your instructor to spend most of the class time on specific areas least understood from the lessons, rather than your instructor teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is comprised of an academically rigorous 2-year program consisting of; four college courses with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), and the Cadet Summer Training (CST) Advanced Camp conducted during the summer in-between the MS III and MS IV years at Fort Knox, KY.

- MS 3301, Training Management and the Warfighting Functions
- Fall Leadership Labs
- MS 3302, Applied Leadership in Small Unit Operations
- Spring Leadership Labs
- CST Advanced Camp Fort Knox, KY
- **MS 4301, The Army Officer**
- **Fall Leadership Labs**
- MS 4302, Company Grade Leadership
- Spring Leadership Labs
The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives 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 and the Army Profession
   - 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

**MS 4301 Course Requirements**

**Lesson Assessments**

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

**Class participation**
You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. 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.

**Leaders Eat Last Essay**

Simon Sinek’s *Leaders Eat Last* is an MS 4301 reading assignment. The assignment includes a three to five pages paper connecting concepts from the book with the Army Leadership Requirements Model. The essay will be due the instructor at the beginning of MS 4302, Lesson 22. Cadets can review the book either as a free Audio Book or purchase the book using book stipend money. The purchase cost on Amazon is minimal. The Free Audio Book link is available through AKO Online. Log in using your CAC, select Self Service, select My Education, and then Select Army e-Learning. If you have not registered, please register at this time. Upon being granted access, sign in to the Skillport site. On the left side of the screen you will see menus listed, about midpoint down, select Books 24 X 7. Agree with Terms and Conditions for Books 24 X 7. This will bring you to search page, you may use a search for the book title or author, select the go button to right of search bar as it doesn’t automatically select when using the enter key. Select the book and download MP3s.

**Mid-Term Exam**

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

**Final Exam**

A cumulative Final Exam will be given to assess your knowledge achieved throughout the course of the semester.

**ACFT**

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic ACFT at the beginning of the fall semester and a for-record ACFT at the end of the semester.

**NOTE:** Contracted Cadets are required to participate in all ROTC activities as stated in their contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.
Evaluation and Grading

Lesson Assessments  50%
Class Participation  10%
Writing Assignment #1 (Army Memo)  10%
Writing Assignment #2 (Info Paper)  10%
Mid-term Exam  10%
Final Exam  10%

All late papers and assignments will receive a 10% reduction in grade.

The following grading scale will be used based on 100 points possible.

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<td>A</td>
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<tr>
<td>80-89</td>
<td>B</td>
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<tr>
<td>70-79</td>
<td>C</td>
</tr>
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<td>60-69</td>
<td>D</td>
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<td>59.9 (-)</td>
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Written Paper Rubric:

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<th>Absent 0-59%</th>
<th>Poor 60-69%</th>
<th>Average 70-79%</th>
<th>Good 80-89%</th>
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<tr>
<td>Demonstrated</td>
<td>Majority of</td>
<td>Content</td>
<td>Content is</td>
<td>Content is</td>
<td>Meets or Exceeds</td>
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<td>understanding of the</td>
<td>content</td>
<td>shows very</td>
<td>mostly accurate</td>
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<td>&quot;Good&quot; criteria</td>
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<td>supporting</td>
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<td>and thorough,</td>
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<td>with rich</td>
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<td>central topic.</td>
<td>is missing</td>
<td>includes</td>
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<td>clear</td>
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<td>further insights</td>
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<td></td>
<td></td>
<td>inaccuracies</td>
<td>of key elements</td>
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</table>

Updated: 11 Aug 2022
### Academic Integrity (A-9.1)

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

#### Definition of Academic Dishonesty

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) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) 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; and (3) 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/academic_integrity.asp](http://www.sfasu.edu/policies/academic_integrity.asp)

### Attendance Policy

Only the instructor may grant permission for an excused absence. Unexcused absences will lower your final grade. Cadets or students will coordinate excused absences with the instructor prior to the class meeting,
outside of some unforeseeable circumstance, at the discretion of the instructor. 2.5 points will be deducted for each unexcused absence, not to exceed 10 points. Five or more unexcused absences will be considered as grounds for removal from the program for Cadets, and seven or more unexcused absences will result in an automatic F in the course.

**Withheld Grades** *Semester Grades Policy (A-54).* 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.

**Character Development**

**NOTE:** Throughout the year, your individual performance will be evaluated against required MSIV course end states and developmental outcomes. This evaluation is the PMS’ 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**

**Normal Class Days -**

Students in Military Science classes are expected to dress appropriately. For purposes of this class, this is defined as properly fitted clothing which present and generally neat and clean appearance. Athletic gear or clothing your military instructor considers to be excessively revealing, distracting, or offensive is prohibited. For individual or group presentations, the instructor may direct students to wear their uniform or appropriate business attire.

**Lab Days (Wednesday)**
Unless otherwise instructed by the instructor, the Operational Camouflage Pattern (OCP) uniform is to be worn on lab days all day by all contracted Cadets. Non-contracted and SMP Cadets' uniform will be determined by the instructor. The OCP Uniform may be issued to any Cadet expressing interest in contracting. If Cadets have not had an OCPs issued, appropriate conservative civilian attire will be worn.

You are expected to wear the assigned Army uniform to all classes per cadre guidance and adhere to Army Regulation 670-1 Wear and Appearance of Uniforms and Insignia and associated ALARACT messages with regard to uniforms and appearance.

Collaboration

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

Required Administrative Information

1. 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

2. Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a disability. If
you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with the PMS or the office student accessibility services.

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/.

3. Inappropriate Relationships

Per Army Directive (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 DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a)-(n) of DoDI 1304.33 and also listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in the instruction. As a minimum the form will be retained in the trainer’s record while they are assigned to training duty and will be revalidated annually.

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

(3) Trainees will sign a DD Form 2983 acknowledging their understanding and responsibilities as outlined in DoDI 1304.33, no later than the first day of entry-level training. As a minimum, the form will be retained in the trainees file until the trainee detaches from the training command or school.
4. **Online Conduct**

As members of the Army Team, our individual actions and interactions, on and off-duty, online and offline, reflect on 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.

Refer to AR 600-20, para 1-4, 4-19 and Chapter 7 and AR 600-100 for more information.

5. **Sexual Discrimination**

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

6. **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.

For updated information, please refer to AR 600-20, Army Command Policy.

7. Diversity and Inclusion

Initiate a Dialogue and Keep it Up. Nationwide protests following the death of George Floyd renewed the urgency for open conversations on tough topics like race, and at TRADOC we are committed to having the dialogue. I recognize each Soldier, Civilian, and Family Member may perceive and react to the current unrest and other societal situations differently. The TRADOC Leadership Team is here to support the entire TRADOC Family. Open dialogue is critical to helping all of us understand and support each other. At every level and in every position, I expect you to talk to your teammates, work harder to listen and gain a better understanding of different points of view, and seek a better perspective that allows us to see the world through their eyes.

Assess our Policies and Programs. The Army and TRADOC must continue to be a national leader in providing equitable and inclusive opportunities and find ways to eliminate any subcultures that threaten our Army Values. We will conduct a thorough review of our internal policies and programs for potential unintended effects or biases. We will also look for better ways to use existing feedback mechanisms such as the Command Climate Survey, Staff Assistance Visits, Special Emphasis Programs, and Focus Groups to better understand perceptions of the workforce regarding race, color, national origin, religion, sex, age, disability, or genetic information. Most importantly, we will take action on the findings and remain committed to creating more opportunity for our entire workforce.

Continue to Increase Diversity of our Total Force. The Army must make acquiring, developing, employing, retaining, and understanding the needs of its diverse force the centerpiece of its competitive advantage or risk losing the war.
for talent to other entities. Accessions is a major component of our mission. We are ALL on the front lines of ensuring our Army is representative of the country we serve.

Change the Way We Train. Every leader must strive to be more socially aware, compassionate, relate to subordinates and peers, identify discrimination and prejudice, and resolve issues at the lowest level.

For updated information, please refer to AR 600-20, Army Command Policy.

8. Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

All Soldiers and Civilians have a responsibility to help resolve acts of sexual harassment. Examples of how to accomplish this follows:

- Direct approach. Confront the harasser and tell them that the behavior is not appreciated, not welcomed and that it must stop. Stay focused on the behavior and its impact. Use common courtesy. Write down thoughts before approaching the individual involved.

- Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.

- Third party. Request assistance from another person. Ask someone else to talk to the harasser, to accompany the victim, or to intervene on behalf of the victim to resolve the conflict.

- Chain of command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.
9. **Prohibited Activities**

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

For updated information, please refer to AR 600-20, Army Command Policy.

10. **Suicide Prevention (ACE)**

Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

**Office Hours and Appointments**

Office Hours are Monday, Wednesday, and Friday from 0900-1200 in the Military Science building, Room 104. However, cadre are available to meet with any of you to discuss assignments, issues, or concerns. Our schedules are generally flexible and we will schedule a specific time to meet with you beyond office hours if necessary.

**Overview of Class Sessions**
MS401-L01  Course Overview
MS401-L02  Commander and Staff Organization and Operations
MS401-L03  Operations and Planning Process
MS401-L04  Army Training and Leader Development
MS401-L05  Prioritizing Training & Planning and Preparation
MS401-L06  Risk Management
MS401-L07  Training Meetings
MS401-L08  Training Execution
MS401-L09  Training Evaluation and Assessment
MS401-L10  Mission Command
MS401-L11  Mission Command Case Studies
MS401-L12  Developing Others I (Support Forms)
MS401-L13  Developing Others II (Counseling)
MS401-L14  Officer Evaluation Report (OER)
MS401-L15  NCO Evaluation Report (NCOER)
MS401-L16  Ready and Resilient (R2) Program
MS401-L17  SHARP Program
MS401-L18  Suicide Prevention Program
MS401-L19  Mid-term Exam
MS401-L20  The Army as a Profession
MS401-L21  The Army Ethic
MS401-L22  Law of Land Warfare and Rules of Engagement (ROE)
MS401-L23  Ethical Decision Vignette – Ordinary Soldiers
MS401-L24  Civil-Military Relations
MS401-L25  Operations Security
MS401-L26  The Military Equal Opportunity Program
MS401-L27  Officer Career Planning I
MS401-L28  Officer Career Planning II
MS401-L29  Leader Self-Development
MS401-L30  Personal Financial Management
The Army Officer
Military Science 4301/407, Sections 001 & 002
Fall 2023

MS401-L31  Military Pay and Finance
MS401-L32  Cross Cultural Competency
MS401-L33  Administrative Personnel Actions
MS401-L34  The Uniform Code of Military Justice (UCMJ)
MS401-L35  Administrative Discipline and Separation
MS401-L36  Final Exam

Leadership LAB Schedule

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<tr>
<th>Lab No.</th>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>L01</td>
<td>(24 AUG)</td>
<td>Welcome Back Lab @ Lake Nac East Boat Ramp</td>
</tr>
<tr>
<td>L02</td>
<td>(31 AUG)</td>
<td>Tactical Combat Casualty Care @ Tucker Forrest</td>
</tr>
<tr>
<td>L03</td>
<td>(7 SEP)</td>
<td>Land Navigation @ Experimental Forrest</td>
</tr>
<tr>
<td>L04</td>
<td>(14 SEP)</td>
<td>Weapons / Communication @ SFA (TBD)</td>
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<tr>
<td>L05</td>
<td>(21 SEP)</td>
<td>FOOM/Squad Battle Drills @ Tucker Forrest</td>
</tr>
<tr>
<td>L06</td>
<td>(28 SEP)</td>
<td>Squad Ambush @ Tucker Forrest</td>
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<tr>
<td>L07</td>
<td>(5 OCT)</td>
<td>Squad Attack @ Tucker Forrest</td>
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<tr>
<td>L08</td>
<td>(12 OCT)</td>
<td>Table II&amp;III / Rappelling @ SFA (TBD)</td>
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<td>L09</td>
<td>(19 OCT)</td>
<td>Pre-Combat Inspections / Field Craft @ SFA</td>
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<td>L10</td>
<td>(26 OCT)</td>
<td>Marksmanship Table IV/ PMI @ Meadow Ridge</td>
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<td>L11</td>
<td>(2 Nov)</td>
<td>Retrain Table IV @ Meadow Ridge</td>
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<tr>
<td>L12</td>
<td>(9 Nov)</td>
<td>Range Day Service Project @ Meadow Ridge</td>
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<td>L13</td>
<td>(16 Nov)</td>
<td>Turkey Bowl @ SFA</td>
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<tr>
<td>L14</td>
<td>(23 Nov)</td>
<td>No Lab (Thanksgiving)</td>
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<tr>
<td>L15</td>
<td>(30 Nov)</td>
<td>Awards Lab @ SFA</td>
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## Course Publications

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<td>ADP 1</td>
<td>The Army</td>
<td>31 JUL 19</td>
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<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>31 JUL 19</td>
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<td>ADP 6-0</td>
<td>Mission Command: Command and Control of Army Forces</td>
<td>31 JUL 19</td>
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<td>Army Leadership and the Profession</td>
<td>31 JUL 19</td>
<td>w/ch1, 25 NOV 19</td>
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<td>ADP 7-0</td>
<td>Training</td>
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<td>ATP 5-19</td>
<td>Risk Management</td>
<td>9 NOV 21</td>
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<td>Counseling Process</td>
<td>1 JUL 14</td>
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<td>FM 1-04</td>
<td>Legal Support to the Operational Army</td>
<td>8 JUN 20</td>
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<td>FM 3-24.2</td>
<td>Tactics in Counterinsurgency</td>
<td>21 APR 09</td>
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<td>FM 6-0</td>
<td>Commanders and Staff Organization and Operations</td>
<td>16 MAY 22</td>
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<td>FM 6-22</td>
<td>Leader Development</td>
<td>30 JUN 15</td>
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<td>FM 6-27</td>
<td>The Commander's Handbook on the Law of Land Warfare</td>
<td>7 AUG 19</td>
<td>w/ch1, 20 SEP 19</td>
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<td>Enlisted Promotions and Reductions</td>
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### AR 600-20
- Command Policy
- **Date:** 24 Jul 20

### AR 600-63
- Army Health Promotion
- **Date:** 14 Apr 15

### AR 623-3
- Evaluation Reporting System
- **Date:** 14 Jun 19

### AR 635-200
- Active Duty Enlisted Administrative Separations
- **Date:** 28 Jun 21

### AR 637-1
- Army Compensation and Entitlements Policy
- **Date:** 26 Jul 21

### DA PAM 350-58
- Army Leader Development Program
- **Date:** 8 Mar 13

### DA PAM 600-3
- Officer Professional Development and Career Management
- **Date:** 3 Apr 19

### DA PAM 600-4
- Army Medical Department Officer Professional Development and Career Management
- **Date:** 30 Mar 20

### DA PAM 600-8
- Military Human Resources Management Administrative Procedures
- **Date:** 20 May 19

### DA PAM 600-24
- Health promotion, risk reduction, and suicide prevention
- **Date:** 14 Apr 15

### DA Pam 623-3
- Evaluation Reporting System
- **Date:** 27 Sep 19

### TRADOC Pam 525-3-3
- U.S. Army Functional Concept for Mission Command 2020-2040
- **Date:** 6 Feb 17

### Unit Training Management
- **Date:** Dec 13
- ATN

### LG to Company Training Meetings
- **Date:** Dec 13
- ATN

### LG to AAR
- **Date:** Dec 13
- ATN

### Develop Unit METL
- **Date:** Dec 13
- ATN

### Determine KCT to Train
- **Date:** Dec 13
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### Objective Assessment of Training Proficiency: Initial Operating Capability: Leader’s Guide
- **Date:** 29 Sep 17
- ATN

### 16 Cases of Mission Command
- **Date:** 2013
- Army U Press

### Misc Pub 27-8
- Commander’s Legal Handbook
- **Date:** 2019
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- **Date:** 2020
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### The Armed Forces Officer
- **Date:** 2017
- NDU Press

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- **Date:** Oct 18
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- **Date:** 2014
- US Holocaust Memorial Museum

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- Reserve Officers Training Corps Precommissioning Training and
- **Date:** 18 Jun 19
- USACC Sharepoint
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- **ROTC Blackboard (Bb)** - [https://rotc.blackboard.com/](https://rotc.blackboard.com/)
- **Army Knowledge Online (AKO)** - [https://www.us.army.mil/](https://www.us.army.mil/)
- **Army Training Network (ATN)** - [https://atn.army.mil/](https://atn.army.mil/)
- **Central Army Registry (CAR)** - [https://atiam.train.army.mil/catalog](https://atiam.train.army.mil/catalog)
- **Army Publication Division (APD)** - [https://armypubs.army.mil/](https://armypubs.army.mil/)
- **United States Army Human Resources Command (HRC)** - [https://www.hrc.army.mil/](https://www.hrc.army.mil/)
- **Army One Source Website** - [http://www.myarmyonesource.com/default.aspx](http://www.myarmyonesource.com/default.aspx)