Instructor
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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

Course Description
MILS 3302 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct-level leadership 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 platoon in the execution of a mission. It includes a Lab per week, using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre. Successful completion of this course will help prepare you for Cadet Summer Training/ 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 in 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.

ROTC Advanced Course
The Advanced Course is an academically rigorous 2-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 Advanced Camp. This course has specific learning objectives for the four (4) Army Learning Areas (ALAs) listed below.
The SROTC Course Outcomes are derived from the four Army Learning Areas and General
Learning Outcomes (GLOs), 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).

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.

**MILS 3302 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.

**Writing Skills** (see Peer Evaluations/Writing Assignments)
Along with numerous writing assignments, you will also be required to write Peer Evaluations on fellow Cadets selected by the instructor - using the **Specific, Measurable, Attainable, Relevant, Time-bound (SMART)** method, to provide and receive peer feedback - to continue the development of each Cadet’s leadership skills. (See cadre for additional information).
A book Review (300 word synopsis) of a selected book from the Army Chief of Staff (CSA) Professional Reading List is due in MS 302 (L34). Cadet will address: The author’s main points or theories; why the author feels understanding this concept is so significant; and, How each Cadet can apply these ideas as a future leader.

**Example:** Read ‘Leaders Eat Last: Why Some Teams Pull Together and Others Don’t’ - Simon Sinek. Prepare a 300-word synopsis addressing the author’s main points, why the author feels understanding this concept is so significant, and how these ideas can be applied by you, a future leader.

Each Cadet will give a Brief to the class during MS302 L34 - Leadership Book Review Presentations, on their chosen book.

**NOTE:** Audiobooks can be procured free through the Army eLearning website. Look for the ‘Books 24x7’ link at: [https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action](https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action); Books may also be purchased with stipend money.

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

**Mid-Term Exam**
A mid-term exam will be given to assess your knowledge, during the first half of the semester.

**Final Exam**
A cumulative final exam will be given, to assess the overall knowledge attained 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 Fitness Test at the beginning of the spring semester and a record Fitness Test at the end of the semester.

**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.*

**NOTE 2:** Listed below are several additional methods used to assess knowledge and learning, which the instructor may choose to implement as course requirements.

**Peer Evaluations/Writing Assignments**
1. Write Peer Evaluations on fellow Cadets selected by the instructor. Using the ‘Specific, Measureable, Achievable, Relevant, and Time-based (SMART)’ method, provide and receive peer feedback to continue the development of each Cadet’s leadership skills.
2. Reflecting on your own experiences during this course, write a three-to-five page essay, (typed and double-spaced) describing the relationship between the Operations Process and the Troop Leading Procedures.

3. Reflecting on your own experiences during this course, write a three-to-five page essay, (typed and double-spaced) comparing and contrasting the offense with the defense, using at least two characteristics from each.

4. 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 next semester. Your paper will outline your plan to sustain your excellent ratings, and what actions you will take or implement to improve any satisfactory and/or needs improvement ratings received.

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

**Term Project**

1. 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 of 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, events and organizations, are encouraged.

2. Write a term paper, ten pages or more, (typed and double-spaced) where you compare and contrast the organizational leadership between two or more clubs, sport teams, organizations or extracurricular activities you actively participated in, throughout the semester, of which one (1) must be your Cadet or Cadre ROTC Battalion.

**Reading**

- Student readings are attached to each of the Lesson Plans and will be provided electronically by the Cadre
- Selected readings also available online at: [http://www.apd.army.mil/](http://www.apd.army.mil/)

**Evaluation and Grading**

- Lesson Assessments (quizzes, papers, etc.) 60%
- Class Participation 10%
- Mid-Term Essay 10%
- Final Exam 10%
- Book Review/Presentation 10%

**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. ACFT training as applicable.

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

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.

Student Ethics and Policy

Institutional Absences(HOP 04-110)
An Institutional Absence may be granted to a student who participates as a representative of the University in academic (including research), extra- or cocurricular, or athletic activities. Students will be excused for institutional purposes from otherwise required academic activity only when a valid Institutional Absence is approved by the appropriate administrative unit or official and the documentation of approval is provided to the faculty member at least five (5) days in advance.

Institutional absences will not be approved for keystone events, defined as: a special or unique assignment, test, project, experience, or other academic exercise identified by the Faculty member as critical for successful completion of standards of the class and unable to be missed. These events must be identified on the syllabus at the beginning of the semester and communicated to the students. Events added to the syllabus at a later date will not qualify for Keystone Event status. Keystone Events where the date/time is changed will no longer be considered a Keystone Event. Students should make themselves aware of any Keystone Events identified in the syllabus to ensure there are no conflicts.

For keystone events where the assignment dates vary, it is incumbent upon the students to work with their faculty member to not select a conflicting date.

More information on Institutional Absences, including how to apply, can be found at https://www.sfasu.edu/deanofstudents/student-resources/institutional-absences.

Class time begins promptly at 6:00 a.m. Students will be present and ready to begin warm-up activities. Students who are punctual and prepared for every class and put forth an honest effort for the duration of each class will receive total attendance and participation points.

Unexcused Absences. An absence from class without an approved excuse from the instructor is considered an unexcused absence. Unexcused absences will affect the student's grade as follows:

1. \[
\frac{\text{# of Class Sessions Attended}}{\text{# of Class Sessions Required}} = \text{Attendance and Participation Percentage}
\]
2. Attendance Percentage \times 90 \text{ points} = \text{Attendance and Participation Points}

**Code of Student Conduct and Academic Integrity (HOP 04-106)**

The Code of Student Conduct and Academic Integrity (HOP 04-106) outlines the prohibited conduct by any student enrolled in a course at SFA. It is the responsibility of all members of all faculty, staff, and students to adhere to and uphold this policy.

Articles IV, VI, and VII of the new Code of Student Conduct and Academic Integrity outline the violations and procedures concerning academic conduct, including cheating, plagiarism, collusion, and misrepresentation. Cheating includes, but is not limited to: (1) Copying from the test paper (or other assignment) of another student, (2) Possession and/or use during a test of materials that are not authorized by the person giving the test, (3) Using, obtaining, or attempting to obtain by any means the whole or any part of a non-administered test, test key,
homework solution, or computer program, or using a test that has been administered in prior classes or semesters without permission of the Faculty member, (4) Substituting for another person, or permitting another person to substitute for one’s self, to take a test, (5) Falsifying research data, laboratory reports, and/or other records or academic work offered for credit, (6) Using any sort of unauthorized resources or technology in completion of educational activities.

Plagiarism is the appropriation of material that is attributable in whole or in part to another source or the use of one’s own previous work in another context without citing that it was used previously, without any indication of the original source, including words, ideas, illustrations, structure, computer code, and other expression or media, and presenting that material as one’s own academic work being offered for credit or in conjunction with a program course or degree requirements.

Collusion is the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any provision of the rules on academic dishonesty, including disclosing and/or distributing the contents of an exam.

Misrepresentation is providing false grades or résumés; providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment for the purpose of obtaining an academic or financial benefit for oneself or another individual or to injure another student academically or financially. For additional information, go to https://www.sfasu.edu/docs/hops/04-106.pdf.

Withheld Grades Semester Grades Policy (HOP 02-206)

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 coursework 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 to compute the grade point average. For additional information, go to https://www.sfasu.edu/docs/hops/02-206.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 promptly may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.
Student Wellness and Well-Being

SFA values students’ overall well-being, mental health and the role it plays in academic and overall student success. Students may experience stressors that can impact both their academic experience and their personal well-being. These may include academic pressure and challenges associated with relationships, emotional well-being, alcohol and other drugs, identities, finances, etc.

If you are experiencing concerns, seeking help, 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.

Other important course-related policies:

***Other SFA policy information is found in the Handbook of Operating Procedures (HOP)

IX: Resources

On-campus Resources:

- The Dean of Students Office (Rusk Building, 3rd floor lobby)
  www.sfasu.edu/deanofstudents 936.468.7249 dos@sfasu.edu

- SFASU Counseling Services • www.sfasu.edu/counselingservices
  Health and Wellness Hub (corner of E. College and Raguet) • 936-468-2401

- SFASU Human Services Counseling Clinic • www.sfasu.edu/humanservices/139.asp
  Services Room 202 • 936-468-1041

- The Health and Wellness Hub “The Hub”
  Location: corner of E. College and Raguet St.
  - To support the health and well-being of every Lumberjack, the Health and Wellness Hub offers comprehensive services that treat the whole person – mind, body and spirit. Services include:

  - Health Services
  - Counseling Services
  - Student Outreach and Support
  - Food Pantry
  - Wellness Coaching
  - Alcohol and Other Drug Education

  www.sfasu.edu/thehub
  936.468.4008
  thehub@sfasu.edu
• 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)
  ❖ Crisis Text Line: Text HELLO to 741-741

Other general class information

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.

Overview of Class Sessions
MS302-L01  MS302 Course Overview
MS302-L02  Direct Level Leadership
MS302-L03  Applied Leadership Lab Certification
MS302-L04  Bases of Power and Influencing Others
MS302-L05  Emotional Intelligence
MS302-L06  Applied Leadership Lab Certification
MS302-L07  Motivating Soldiers
MS302-L08  Leadership Self-Assessment/Inventory
MS302-L09  Applied Leadership Lab Certification
MS302-L10  Managing Conflict/Negotiations PE
MS302-L11  Operational Terms and Graphics/Overlays
MS302-L12  Applied Leadership Lab Certification
MS302-L13  The Army Professional Ethic – Honorable Living
MS302-L14  Land Navigation Review
MS302-L15  Applied Leadership Lab Certification
MS302-L16  Counseling Elite
MS302-L17  **Mid Term Exam**
MS302-L18  Applied Leadership Lab Certification
MS302-L19  Platoon Operations: Movement Formations and Techniques
MS302-L20  Patrolling and Patrol Base Operations
MS302-L21  Applied Leadership Lab Certification
MS302-L22  Platoon Offensive Operations I: Attack & MTC
MS302-L23  Platoon Offensive Operations II: Ambush
MS302-L24  Applied Leadership Lab Certification
MS302-L25  Platoon Offensive Operations III: Raid
MS302-L26  Platoon Defensive Operations: Techniques and Preparation
MS302-L27  Applied Leadership Lab Certification
MS302-L28  Platoon Reconnaissance
MS302-L29  Fire Support in Platoon Operations
MS302-L30  Applied Leadership Lab Certification
MS302-L31  Call for Fire Simulation
MS302-L32  Platoon Sustainment Operations
MS302-L33  Applied Leadership Lab Certification
MS302-L34  Leadership Book Review Presentations
MS302-L35  Peer Evaluations
MS302-L36  Final Exam

Course Publications

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
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</tr>
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<td>14 Aug 2018</td>
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<td>Intelligence</td>
<td>31 Jul 2019</td>
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<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>
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<tr>
<td>ADP 3-19</td>
<td>Fires</td>
<td>31 Jul 2019</td>
<td></td>
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<tr>
<td>ADP 3-28</td>
<td>Defense Support of Civil Authorities</td>
<td>31 Jul 2019</td>
<td></td>
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<tr>
<td>ADP 3-37</td>
<td>Protection</td>
<td>31 Jul 2019</td>
<td></td>
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<td>ADP 3-90</td>
<td>Offense and Defense</td>
<td>31 Jul 2019</td>
<td></td>
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<tr>
<td>ADP 4-0</td>
<td>Sustainment</td>
<td>31 Jul 2019</td>
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<tr>
<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>31 Jul 2019</td>
<td></td>
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<td>ADP 6-0</td>
<td>Mission Command: Command and Control of Army Forces</td>
<td>31 Jul 2019</td>
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<td>ADP 6-22</td>
<td>Army Leadership and the Profession</td>
<td>31 Jul 2019</td>
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<td>Infantry Rifle Company</td>
<td>14 May 2018</td>
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<td>Survival</td>
<td>18 Sep 2018</td>
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<td>01 Jul 2015</td>
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<td>05 Oct 2016</td>
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<td>26 Oct 2012 w/c, May 13</td>
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<td>17 Jan 2017 c, Oct 2018</td>
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<td>Warrior Skills Level 1</td>
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<td>17 Mar 2017</td>
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<td>Ranger Handbook</td>
<td>26 Apr 2017</td>
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<td>13 Jun 2018</td>
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<td>AR 25-50</td>
<td>Preparing and Managing Correspondence</td>
<td>17 May 2013</td>
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<td>AR 350-1</td>
<td>Army Training and Leader Development</td>
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<td>AR 600-20</td>
<td>Army Command Policy</td>
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<td>Evaluation Reporting System</td>
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<td>AR 670-1</td>
<td>Wear and Appearance of Uniforms &amp; Insignia</td>
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<td>Unit Training Management</td>
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<td>DA PAM 600-3</td>
<td>Officer Prof. Development and Career Mgt.</td>
<td>03 Apr 2019</td>
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<td>DA PAM 600-4</td>
<td>Army Medical Department Officer Professional Development And Career Mgt.</td>
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<td>The U.S. Army in Multi-Domain Operations 2028</td>
<td>06 Dec 2018</td>
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<td>USACC REG 385-10</td>
<td>Cadet Command Safety Program Regulation</td>
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<td>ROTC On-Campus Training and Leadership Development</td>
<td>18 Jun 2019</td>
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<td>ACFT Handbook</td>
<td>Army Combat Fitness Test</td>
<td>Sep 2018</td>
<td><a href="https://usacac.army.mil/node/2176">https://usacac.army.mil/node/2176</a></td>
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<td>Multiple Training Resource Videos</td>
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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 Publications:

For additional leadership references see Suggested Readings, published by the Center for the Army Profession and Leadership (CAPL) at [https://capl.army.mil/](https://capl.army.mil/), the Cadet Command Reading List at [https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc](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://www.army.mil/leaders/csa/readinglist/](https://www.army.mil/leaders/csa/readinglist/)