

Military Science 301
Training Management and Warfighting Functions
Course Syllabus
Fall 2022

Instructor

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The university will notify students in the event that the COVID-19 situation necessitates changes to the course schedule or modality

ROTC Advanced Course

MS 301 focuses on training management and the 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. At the conclusion of this course, you will be capable of planning, preparing, and executing training for a squad conducting small unit tactics. Includes a lab per week using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre.

Structure:

The Advanced Course is an academically rigorous two-year college program comprised of four college courses, Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for Cadet Summer Training/Advanced Camp. This course has specific learning objectives for the four Army Learning Areas (ALA) listed below.

The SROTC Course Outcomes are derived from the four Army Learning Areas and General Learning Outcomes (GLO), as established by the Army Learning Coordination Council. These outcomes are designed to prepare the newly commissioned Second Lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership
 - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
 - Proficiency in the principles of mission command
 - Proficiency in the elements of command and control (C2)
 - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
3. Operations

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

4. Training

- Proficiency in planning, preparing, executing, and assessing training

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

Course Description

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

Course Design

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

Course Schedule

- MS301: 1230-1345, Monday and Wednesday, Founders Hall (FH) RM 211
 - Training Meetings: TBD.
 - Leadership Lab: Wednesdays 1500-1800*
 - Physical Training: M-W on TAMUCT Campus and TAMUCT Fitness Lab 0630-0730
- *Location IAW published training calendar.

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Overview of Class Sessions

- Course Overview
- OML Overview
- Training Management Process
- Rehearsals and Pre-Execution Checks
- After Action Reviews
- Leadership Lab Certification
- Army Publications, Online Resources, and Professional Reading
- Map Reading Review
- Land Navigation Review
- Navigational Methods & Route Planning
- Route Planning Practical Exercise
- METT-TC
- Sand Tables / Terrain Models
- Introduction to the Army Operational Concept / C2
- Movement and Maneuver
- Branch Orientation Briefings
- Intelligence
- Fires
- Sustainment
- Protection
- Leadership Behavior and Peer Evaluations
- Peer Evaluations PE
- **Final Exam**

General Lab Schedule

Execution Date	TRAINING EVENT	OIC	NCOIC
24-Aug	Welcome Back Lab	Smith K.	Arroyo
31-Aug	Individual METL / Field Craft Lab	Jones	Taiwo
07-Sep	Land Nav (Self Correcting) Lab	Giustra	Torres D.
14-Sep	OPORD Brief Lab	Smith A.	Gowans
21-Sep	Tactical Movement / Occupation Lab	Serrato	Benitez
28-Sep	ATTACK Lab	Hanchett	Colin
05-Oct	MTC/RTC Lab	Ortiz	Gutierrez
12-Oct	RECON Lab	Espinoza	Torres J.
19-Oct	AMBUSH Lab	Brown	Jackson
26-Oct	DEFENSE Lab	Asare	Montero
02-Nov	ATTACK/DEFENSE Lab	West	Calcano
09-Nov	RECON/AMBUSH Lab	McNeal	Alexander
16-Nov	FTX Prep (No Lab)	Brinkman	Cofell
TBD	FTX	Brinkman	Cofell
30-Nov	Tactical Combat Casualty Care Lab	Begin	Retherford
07-Dec	Close Out Lab	McNeil	Serrato

MS 301 Course Requirements

Class participation

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

Skills Presentation (Branch Information Brief)

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

Quizzes

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

Final Exam

A cumulative final exam will be given to assess your knowledge attained throughout the course of the semester. The final exam will be facilitated through blackboard.

APFT/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 APFT/ACFT at the beginning of the spring semester and a for-record APFT/ACFT 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.*

Branch Information Briefing

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific Army branch to research and present an Information brief. This brief will follow the format contained in FM 6-0, *Commanders and Staff Organization and Operations*, 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 and 23 (See cadre for additional information).

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

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 how 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 your '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

Write a 3-5 page (body) essay, APA7 format on any real-life leader you choose, living or dead. You should be able to answer the following questions: What makes a good leader? Why was the person you selected a good leader? What aspects of their leadership would you like to emulate in your own life? Must include citations and references used. Must cite a minimum of 5 academic sources.

Reading

- Student Readings (SR) are attached to each of the Lesson Plans and will be provided electronically by the Cadre.
- Selected readings available online at: <https://www.apd.army.mil/>

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Evaluation and Grading

PT	10%
Lesson Assessments (quizzes, papers, etc.)	25%
Class Participation*	20%
Mid-Term Exam	10%
Term Project	15%
Final Exam	20%

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.

The following grading scale will be used, based out of 100-points possible.

90-100	A
80-89	B
70-79	C
60-69	D

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

Extra Credit: Cadets can accumulate extra credit points with the APMS' approval. The maximum amount of extra credit points that a cadet can achieve is 10 points. The extra credit will be earned through completing an academic essay on a topic decided on by the instructor.

Character Development

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

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

Uniforms and Appearance

On Monday classes all contracted CDTs will wear ROTC Polo shirt and kakis, slacks or skirts; non contacted cadets will wear business casual. Males will be clean shaved at every ROTC class, event and formation; and adhere to DA-pam 670-1 grooming standards. Females when in Polos or business casual will adhere to DA Pam 670-1 civilian clothes standards. On Wednesday class the uniform is serviceable ACU. Whenever a CDT comes to the Military Science suite they will adhere to DA PAM 670-1 grooming standards.

NOTE: PT shoes are not authorized for wear to MLS classes.

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You are expected to wear ACUs/OCPs (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

Collaboration

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

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. Texas A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. More information can be found at www.ct.tamus.edu/StudentConduct. Any cheating or plagiarism in this course will result in failure of this course.

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. 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).

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- The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

(1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

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

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

NOTE: See ROTC Blackboard BOLC A Curriculum and Course Materials (Protecting Against Inappropriate Relations) for Army Directive 2016-17 and DoDI 1304.33 and Policy Letter materials.

3. 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 to uphold the Army standards and values, applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media
- Any type of online misconduct such as: harassment; bullying; hazing; stalking; discrimination; or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action
- It is every individual's (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct
- For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

4. 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 limitation that requires an accommodation or an academic adjustment, please arrange a meeting with the office student accessibility services.

Contact Disability Support and Access at (254) 501-5836 in Warrior Hall, Ste. 212. For more information, please visit their website at <https://www.tamuct.edu/student-affairs/access-inclusion.html>. Any information you provide is private and confidential and will be treated as such.

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.

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

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.
- Filing a formal complaint. Details for filing an informal or formal complaint are included in appendix C of Army Regulation 600-20 (Army Command Policy) and follow the same procedures as for an Equal Opportunity complaint.

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

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 T, T&F 0930-1200; M-F 1330-1700. (Out of office during scheduled classes and labs)

I am available to meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible, and I will schedule a specific time to meet with you beyond office hours if necessary. My door is open during morning hours, for afternoon hours, please schedule with me.

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 Jul 2019	
ADP 1-01	Doctrine Primer	31 Jul 2019	
ADP 2-0	Intelligence	31 Jul 2019	
ADP 3-0	Operations	31 Jul 2019	
ADP 3-07	Stability	31 Jul 2019	
ADP 3-19	Fires	31 Jul 2019	
ADP 3-28	Defense Support of Civil Authorities	31 Jul 2019	
ADP 3-37	Protection	31 Jul 2019	
ADP 3-90	Offense and Defense	31 Jul 2019	
ADP 4-0	Sustainment	31 Jul 2019	
ADP 5-0	The Operations Process	31 Jul 2019	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 Jul 2019	
ADP 6-22	Army Leadership and the Profession	31 Jul 2019	w/c1, 25 Nov 2019

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ADP 7-0	Training	31 Jul 2019	
ATP 3-09.30	Observed Fires	28 Sep 2017	
ATP 3-20.98	Scout Platoon	04 Dec 2019	
ATP 3-21.8	Infantry Platoon and Squad	12 Apr 2016	w/c1, Aug 16
ATP 3-21.10	Infantry Rifle Company	14 May 2018	
ATP 3-50.21	Survival	18 Sep 2018	
ATP 5-0.1	Army Design Methodology	01 Jul 2015	
ATP 5-19	Risk Management	09 Nov 2021	
ATP 6-22.1	The Counseling Process	01 Jul 2014	
FM 1-02.1	Operational Terms	09 Mar 2021	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 2-0	Intelligence	06 Jul 2018	
FM 6-0	Commander and Staff Organization & Opns.	05 May 2014	w/c2, Apr 16
FM 6-22	Leader Development	30 Jun 2015	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	07 Aug 2019	w/c1 Sep 2019
FM 7-0	Training	14 Jun 2021	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
JP 3-0	Joint Operations	17 Jan 2017	c1, 22 Oct 2018
JP 3-07	Stability	03 Aug 2016	
JP 5-0	Joint Planning	01 Dec 2020	
STP 21-1 SMCT	SMCT, Warrior Skills, Level 1	07 Sep 2021	
STP 21-24 SMCT	SMCT, Warrior Leader Skills Level 2, 3, and 4	09 Sep 2008	
TC 3-21.5	Drill and Ceremonies	03 May 2021	
TC 3-21.60	Visual Signals	17 Mar 2017	
TC 3-21.76	Ranger Handbook	26 Apr 2017	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
AR 25-30	Army Publishing Program	14 Jun 2021	
AR 25-50	Preparing and Managing Correspondence	10 Oct 2020	
AR 350-1	Army Training and Leader Development	10 Dec 2017	
AR 600-20	Army Command Policy	24 Jul 2020	
AR 623-3	Evaluation Reporting System	14 Jun 2019	
AR 670-1	Wear and Appearance of Army Uniforms & Insignia	26 Jan 2021	
N/A	Unit Training Management	N/A	ATN
N/A	Tutorial: Getting your Unit METL	N/A	ATN
N/A	How to Conduct an AAR	N/A	ATN

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DA PAM 600-3	Officer Prof. Development and Career Mgt.	03 Apr 2019	
DA PAM 600-4	Army Medical Department Officer Professional Development And Career Mgt.	30 Mar 2020	
DA PAM 623-3	Evaluation Reporting System	27 Sep 2019	
TRADOC PAM 525-3-1	The U.S. Army in Multi-Domain Operations 2028	06 Dec 2018	
USACC REG 145-3	ROTC On-Campus Training and Leadership Development	18 Jun 2019	USACC Sharepoint
USACC REG 385-10	Cadet Command Safety Program Regulation	01 May 2016	USACC Sharepoint
ACFT Handbook	Army Combat Fitness Test	Sep 2018	Found at CAC, at: https://usacac.army.mil/node/2176
CALL Handbook No. 19-18	Commander and Staff Guide to Rehearsals	Jul 2019	https://usacac.army.mil/node/2411
Misc.	Multiple Training Resource Videos	N/A	ATN: https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs

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):** <https://armypubs.army.mil/>
- **Joint Doctrine Publications:** <https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite / My Training Tab:**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **ROTC Blackboard (Bb):**
https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_group_id=118_1

Further Reading Publications:

The Men, the mission, then me by Pete Blaber