

Instructors

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Course Description

MS201 focuses on leadership and ethics. The course adds depth to the Cadet's knowledge of the different leadership styles. Cadets will conduct a leadership analysis of famous leaders and self-assessment of their own leadership style. The Army Profession is presented through the understanding of Culture Awareness, Values, Ethics and how to apply both to different situations they may encounter as a leader committed to the ideal that America and its founding documents remain the most powerful force for good in human history. Army Values and Ethics and their relationship to the Law of Armed Conflict (LOAC) and philosophy of military service are presented through video clips and historical vignettes followed by Cadet small group discussions. Cadets will apply classroom knowledge during hands-on performance-oriented weekly labs, and physical readiness training sessions facilitated by MS III Cadets and supervised by MS IVs and cadre.

NOTE: Physical Readiness Training (PRT) sessions are not mandatory for **Non-contracted** Sophomores, but highly recommended.

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Cadets will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers. You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

Overview of Class Sessions

MS201-L01	Course Overview/ Order of Merit System (OMS)
MS201-L02	Cultural Awareness
MS201-L03	Squad Tactics I Refresher
MS201-L04	Writing in the Army Style
MS201-L05	Fundamentals of Leadership
MS201-L06	Adaptive Leadership; Leaders in History
MS201-L07	Intermediate Map Reading
MS201-L08	Intermediate Land Navigation
MS201-L09	Leadership Analysis; ALRM
MS201-L10	Assessing Your Own Leadership
MS201-L11	Intermediate First Aid
MS201-L12	First Aid PE

MS201-L13	Army Briefings *
MS201-L14	Army Briefings PE
MS201-L15	Leadership Capstone Presentations
MS201-L16	Law of Armed Conflict
MS201-L17	Law of Armed Conflict Case Study
MS201-L18	Communication-Reports
MS201-L19	Moral Dimensions of Conflict
MS201-L20	Ethical Reasoning/ Situational Ethics
MS201-L21	Introduction to Terrain Models
MS201-L22	Apply the Army Values
MS201-L23	Code of Conduct
MS201-L24	Final Exam

NOTE: * Denotes Take-Home Midterm Exam (Due during L14)

ROTC Course Labs

NOTE: *Labs are essential to the development of ROTC Cadets. Labs give ROTC students the opportunity to apply what they learn in the classroom to a field environment. Labs are mandatory for both contracted Students and non-contracted Students to receive MS course credit.*

LAB 01	Commander's Time
LAB 02	Drill & Ceremony
LAB 03	Team Building Exercise
LAB 04	Land Navigation I
LAB 05	Land Navigation II
LAB 06	Tactical Combat Casualty Care (TC3)
LAB 07	Fieldcraft
LAB 08	Pre-Combat Checks & Inspections for FTX
LAB 09	Military Communications
LAB 10	Pre-Marksmanship Instruction (PMI)
LAB 11	Individual Movement Techniques (IMT)
LAB 12	Team & Squad Movement Techniques

ROTC Physical Readiness Training (PRT) Sessions

NOTE: *[The cornerstone of the Army profession is physical training. All Army personnel must be physically fit. ROTC PRT provides ROTC students with the necessary skills to gain the necessary physical skills to succeed in the Army.]*

*The Jaguar Detachment conducts three organized PRT sessions a week. PRT Sessions are mandatory for contracted Cadets. PRT sessions are not mandatory for Non-contracted students, but are **highly** recommended.]*

PRT 01-03	<i>PT Drills, Positions, and Grips</i>
PRT 04-06	<i>Preparation and Recovery Drills</i>
PRT 07-09	<i>Stability Drills</i>
PRT 10-12	<i>Conditioning Drills</i>
PRT 13-15	<i>Conditioning Drills</i>
PRT 16-18	<i>Guerilla Drill</i>
PRT 19-21	<i>Running Drills</i>
PRT 22-24	<i>Running Drills</i>
PRT 25-27	<i>Military Movement Drills</i>
PRT 28-30	<i>Military Movement Drills</i>
PRT 31-33	<i>Strength Training Circuit</i>
PRT 34-36	<i>Army Fitness Test Introduction</i>

NOTE: Weekly Lab attendance and Physical Readiness Training (PRT) sessions are not mandatory for **Non-contracted** Sophomores, but highly recommended.

The four ALAs and General Learning Outcomes are:

1. Leadership and the Army Profession

- Proficiency in creating and sustaining an organizational climate of trust in which all individuals are treated with dignity and respect
- Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Proficiency in developing others (i.e. setting conditions, creating opportunity, providing feedback, and enhancing learning) across the institutional operational and self-development domains
- Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values

2. Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of C2
- Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply 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 Warfighting Functions in Multi-Domain Operations in support of Joint Operations

- Proficiency in understanding the Operational Environment across all domains
- Proficiency in sustainment functions supporting Army Operations

4. Training

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

Requirements

Readings

Cadets are responsible for all assigned and/or optional reading assignments. Cadets are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation/Labs/Physical Training

Cadets are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating during in-class discussions, sharing personal perspectives and experiences related to principles discussed during classes or readings, and working with fellow Cadets when conducting lab exercises and physical training.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the instructor's discretion.

Mid-Term Exam (Written Knowledge)

A mid-term exam will be given to test the levels of learning achieved by Cadets in the first half of the course.

Final Exam (Written Knowledge)

A cumulative final exam will be given to test the levels of learning achieved by Cadets throughout the course of the semester.

Evaluation and Grading

Lesson Assessments (quizzes, papers etc.)	30%
Class Participation/Labs/Physical Training	20%
Mid-Term Exam	10%
Final Exam	20%
Leadership Capstone Presentation	20%

Solid performance in each area of evaluation is necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

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

Below 60 FN (Failure, Non-Attendance)

NOTE: 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: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' 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. Tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance

Classroom:

Contracted Students: You are expected to wear ACUs/OCPs* (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 regarding uniforms and appearance.

Non-Contracted Students: You are expected to dress appropriately for the collegiate environment.

Labs:

Contracted Students: You are expected to wear ACUs/OCPs* (current Army combat uniform) to all labs and adhere to Army Regulation 670-1 regarding uniforms and appearance.

Non-Contracted Students: You are expected to dress appropriately for the lab. Your instructor will provide guidance on what you should wear before the lab.

Physical Training:

Contracted Students: You are expected to wear the US Army PT uniform. On occasion, you will be permitted to wear the ROTC PT uniform.

Non-Contracted Students: You are expected to dress appropriately for physical training. Your instructor will provide guidance on what you should wear before the Physical Training session.

*If you have not been issued OCPs, you will wear ROTC program Polo.

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 care (including immunizations)
- Wear and appearance of the uniform
- Personal appearance and grooming practices

NOTE: For more information, please refer to AR 600-20, Army Command Policy, 6 February 2025; Chapter 5 and Appendix G (Accommodating Religious Practices) for additional information.

2. Inappropriate Relationships

NOTE: For the purpose of Cadet Command personnel in the below directive, 'recruiter' or 'trainer' refers to 'cadre,' 'prospect,' 'applicant,' 'recruit,' and 'trainee' refers to each Cadet.

Cadets must read the slide information (Course Overview Lesson) and be prepared to answer questions.

- Per AR 600-32 and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training)
- The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits, and between trainers providing entry-level training and trainees. At a minimum, and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions (Commanders may add requirements to this list).
 - 1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d 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 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 6 months after the trainee has left the unit.

NOTE: See AR 600-32, Chapter 3 for requirements.

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, 6 February 2025 and AR 600-100 for additional information

4. Plagiarism and Artificial Intelligence Use Policy

Plagiarism Policy

Plagiarism, or "representing the words or ideas of someone else as one's own," is prohibited within Senior ROTC coursework. Examples include:

1. Submitting as one's own, a paper written by another person or by a commercial "ghost writing" service.
2. Exactly reproducing someone else's words without identifying the words with quotation marks or by appropriate indentation, or without properly citing the quotation in a footnote or reference.
3. Paraphrasing or summarizing someone else's work without acknowledging the source with a footnote or reference.
4. Using facts, data, graphs, charts, or other information without acknowledging the source with a footnote or reference. Borrowed facts or information obtained in one's research or reading must be acknowledged unless they are "common knowledge". Clear examples of "common knowledge" include the names of leaders of prominent nations, basic scientific laws, and the meaning of fundamental concepts and principles in a discipline. The specific audience for which a paper is written may determine what can be viewed as "Common knowledge." For example, the facts commonly known by a group of chemists will differ radically from those known by a more general audience. Cadets should check with their instructors regarding what can be viewed as "common knowledge" within a specific field or assignment, but often the student will have to make the final judgment. When in doubt, footnotes or references should be used.
5. Plagiarism includes the use of AI-generated text without proper citation or credit. That is, Cadets should not use AI tools to generate any body of text (sentences, paragraphs, etc.) and then pass that generated text off as their own work. Any inclusion of AI-generated text must be properly cited and acknowledged as AI-written.

AI tools may be useful aids. Below are some ways in which they might incorporate the use of AI chatbots:

- as a preliminary research tool to aid Cadets in selecting a research topic, narrowing down research questions, learning more in general about their chosen topic, etc.
- as an outlining/organizational tool to help Cadets structure their projects or essays.
- as a feedback tool to provide a Cadet feedback on their writing (checking for grammar, adherence to a prompt, etc.).

NOTE: These policies are adapted from the policies of the University of Louisville in the Student Handbook and Composition Program. **Replace this section if your institution has specific plagiarism and AI use policies.**

5. 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.

Disability Support Services
Central Academic Building 210

Texas A&M University – San Antonio
San Antonio, Texas 78224
PH: 802-656-7753
FAX: 802-656-0739

6. 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.

7. 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, 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, 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.

Refer to Department of Defense Implementation of EO 14168, Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government for updated information, and AR 600-20, Army Command Policy, 6 February 2025.

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, 6 February 2025 and follow the same procedures as for an Equal Opportunity complaint.

Cadet Status for SHARP program eligibility:

Sexual Harassment (see AR 600-52 Chap 2-1a)

- Active Duty (G2G)
- SMP Cadets (USAR and ARNG) – even if the assault happened prior to entry
- Dependents of Active-Duty Military (Over the age of 18)
- Contracted Cadets
- Any cadet in a Title 10 status (CST) may receive SHARP services

Sexual Assault (see AR 600-52 Chap 3-2)

- Active Duty (G2G)
- SMP Cadets (USAR and ARNG) – even if the assault happened prior to service
- Dependents of Active-Duty Military (Over the age of 18)
- Cadets in a Title 10 status (CST, CLTC, Air Assault, Airborne)

For updated information, please refer to AR 600-20, Army Command Policy, 6 February 2025 and AR 600-52, SHARP Program 10 January 2025.

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, refer to AR 600-20, Army Command Policy, 6 February 2025.

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 **listed below**. I will meet with any student during office hours to discuss assignments, issues, or concerns. I will also try to adjust my schedule to meet with you beyond office hours, if necessary.

NOTE: MS 201		
	INSTRUCTOR OFFICE HOURS	ADDITIONAL APPOINTMENT HOURS
WEEK DAY	From – To	Special Instructions:
MONDAY	NA	By Appointment only
TUESDAY	1000 – 1200	Must coordinate time(s) after 1200
WEDNESDAY	NA	Must coordinate time(s) after 1200
THURSDAY	1000 – 1200	Must coordinate time(s) after 1200
FRIDAY	NA	By Appointment only

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP			
ADP 1	The Army	07/31/2019	
ADP 2-0	Intelligence	07/31/2019	
ADP 3-0	Operations	07/31/2019	
ADP 3-07	Stability	07/31/2019	
ADP 3-09	Fires	07/31/2019	
ADP 3-28	Defense Support of Civil Authorities	07/31/2019	
ADP 3-37	Protection	07/31/2019	
ADP 3-90	Offense and Defense	07/31/2019	
ADP 4-0	Sustainment	07/31/2019	
ADP 5-0	The Operations Process	07/31/2019	
ADP 6-0	Mission Command; Command and Control of Army Forces	07/31/2019	
ADP 6-22	Army Leadership and the Profession	07/31/2019	wC1 020625
ATP			
ATP 2-33.4	Intelligence Analysis	01/10/2020	wC1 053025
ATP 3-21.8	Infantry Rifle Platoon and Squad	01/11/2024	wC1 062325
ATP 3-21.10	Infantry Rifle Company	05/14/2018	
ATP 3-50.21	Survival	09/18/2018	

ATP 5-19	Risk Management	11/09/2021	
ATP 6-22.1	Providing Feedback Counseling–Coaching–Mentoring	02/13/2024	
ATP 6-22.6	Army Team Building	10/30/2015	
ATP 7-22.1	Holistic Health and Fitness Testing	10/01/2020	wC2 080122
ATP 7-22.2	Holistic Health and Fitness Drills and Exercises	10/01/2020	wC1 091625
JP			
JP 3-0	Joint Operations	06/18/2022	
FM			
FM 1-02.1	Operational Terms	02/28/2024	
FM 1-02.2	Military Symbols	01/23/2025	wC1 081325
FM 3-0	Operations	10/1/2022	
FM 3-90	Tactics	05/01/2023	
FM 3-96	Brigade Combat Team	01/19/2021	
FM 5-0	Planning and Orders Production	11/04/2024	wC1 081125
FM 6-0	Commanders and Staff Organization and Operations	05/16/2022	
FM 6-22	Developing Leaders	11/1/2022	wC1 021925
FM 7-22	Holistic Health and Fitness	01 Oct 2020	wC2 080725
FM 6-27	The Commander's Handbook on the Law of Land Warfare	08/07/2019	w/C1
FM 6-99	US Army Report and Message Formats	05/17/2021	
STP			
STP 21-1 SMCT	Warrior Skills Level 1	11/20/2025	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	09/09/2008	
TC			
TC 3-21.5	Drill and Ceremony	05/03/2021	
TC 3-21.60	Visual Signals	03/17/2017	
TC 3-21.76	Ranger Handbook	09/19/2025	
TC 3-22.9	Rifle and Carbine	05/13/2016	w/C3, 11/20/2019
TC 3-22.9 S	Rifle Gold Book		
TC 3-25.26	Map Reading and Land Navigation	11/15/2013	
TC 4-02.1	First Aid	01/21/2016	wC2 120718
TC 4-02.3	Field Hygiene and Sanitation	05/06/2015	
TC 7-21.13	The Soldiers Guide	09/17/2025	
TC 7-22.7	NCO Guide	01/01/2020	
AR			
AR 25-30	Army Publishing Program	06/14/2021	
AR 25-50	Preparing and Managing Correspondence	10/10/2020	
AR 350-53	Comprehensive Soldier and Family Fitness	10/04/2024	

AR 600-20	Army Command Policy	02/06/2025	
AR 600-25	Salutes, Honors and Courtesy	05/21/2025	
AR 600-32	Conduct Between Soldiers of Different Grades	09/16/2024	wC1 022825
AR 600-100	Army Profession and Leadership Policy	03/27/2025	
AR 623-3	Evaluation Reporting System	02/14/2025	
AR 670-1	Wear and Appearance of Army Uniforms and Insignia	01/26/2021	
DA PAM/ FORMS			
DA PAM 623-3	Evaluation Reporting System	02/12/2025	
DA Form 4856	Developmental Counseling Form	03/1/2023	
DoD Dir			
DoDD 2311.01E	DoD Law of War Program	May 2006	
DoDD 3002.01	Personnel Recovery	16 Apr 2009	C2 24 May 2017
DoDI O-3002.05	PR Education and Training	2016	
DoDI 5400.17p	Official Use of Social Media for Public Affairs	12 Aug 2022	
EO 10631	Code of Conduct	1955	
EO 14168	Defending Women from Gender Ideology	31 Jan 2025	
TR PAM/ REGs			
TR PAM 600-4	Soldier Green Book	08/26/2025	
USACC			
USACC Circular 145-5	Cadet Summer Training Preparation		USACC Sharepoint
CCR 145-3	ROTC Pre-commissioning Training and Leadership Development	2025	USACC Sharepoint
GUIDES/HB/Misc			
	The Army Profession (Pamphlet)	2018	
	Federal Plain Language Guidelines	March 2011	Rev May 2011
	Action Officer Staff Writing Guide	02/2013	
GTA 07-71-001	Combat Skills for Small Unit Leaders	April 2018	

NOTE: Cadre members are encouraged to contribute references they believe to be beneficial.

Additional Readings:

- Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row Publishers.
- Bennis, W. G. (2003). On becoming a leader. New York: Basic Books.
- Bennis, W. G., & Thomas, R. J. (2002). Geeks & Geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School Press.

- Burns, J. M. (1978). Leadership. New York: Harper & Row Publishers.
- Gardner, J. W. (1990). On leadership. New York: The Free Press.
- Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.
- Wong, L. (2004). Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom. Carlisle Barracks, PA: Strategic Studies Institute.
- Timothy A. Judge and Ronald F. Piccolo. Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity
- Desire Gieseman. Military Review, Sep-Oct 2015, Effective Writing for Army Leaders
- Decker, Bert. *The Art of Communicating*, Course Technology, Inc. May 1997.

Additional Publication Sites (selected readings available online):

- Army Training Network (ATN): <https://atn.army.mil/> (CAC Required)
- 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/>
- ROTC Blackboard (Bb): <https://rotc.blackboard.com/>
- Center for Army Leadership (CAL),
<https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> (Cut and paste into browser) (For additional leadership references): Project Athena
- US Army Virtual Branch Outreach (VBO) Portal: <https://vbo.army.mil/>
- Cadet Command Reading List at: ROTC Blackboard
- U.S. Army Chief of Staff's Recommended Articles, Army University Press, found at:
<https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>
- US. Army Social media Guide at: <https://www.army.mil/socialmedia/personal/>
- <https://www.defense.gov/Experience/Military-Units/Army/#army>
- <https://oegames.tradoc.army.mil/>
- <https://www.army.mil/features/#army101>
- [The U.S. Army's Command Structure](#)

