

Instructor

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ROTC Advanced Course

MS 401 This course places significant emphasis on preparing Cadets for their Officer Basic Course, and their first unit of assignment. Cadets explore military professional ethics and ethical decision making process and how it applies to a complex operational environment. Cadets gain practical experience in cadet battalion leadership roles, demonstrate personnel skills in operations and communications develop and evaluate junior students and gain an understanding of the contemporary military operating environment.

Structure:

The Advanced Course is an academically rigorous two-year college program comprised of four college courses, with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), Physical Readiness Training, 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. 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 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

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.

Overview of Class Sessions

MS301-L01	Course Overview
MS301-L02	OML Overview
MS301-L03	Training Management Process

MS301-L04	Rehearsals and Pre-Execution Checks
MS301-L05	After Action Reviews
MS301 L06	Leadership Lab Prep / Certification
MS301-L07	Army Publications, Online Resources, and Professional Reading *('Start with Why' assigned)
MS301-L08	Map Reading Review
MS301-L09	Leadership Lab Prep / Certification
MS301-L10	Land Navigation Review
MS301-L11	Navigational Methods & Route Planning
MS301-L12	Leadership Lab Prep / Certification
MS301-L13	Sand Tables / Terrain Models
MS301-L14	OPORD Review and METT-TC
MS301-L15	Leadership Lab Prep / Certification
MS301-L16	Advanced First Aid
MS301-L17	Introduction to Command and Control (C2) / Mission Command
MS301-L18	Leadership Lab Prep / Certification
MS301-L19	Movement and Maneuver
MS301-L20	Branch Orientation Briefings (IN, AR, AV, SF)
MS301-L21	Leadership Lab Prep / Certification
MS301-L22	Intelligence
MS301-L23	Branch Orientation Briefings (MI, SC)
MS301-L24	Leadership Lab Prep / Certification
MS301-L25	Fires
MS301-L26	Branch Orientation Briefings (FA, AD, CY, PO)
MS301-L27	Leadership Lab Certification
MS301-L28	Sustainment
MS301-L29	Branch Orientation Briefings (OD, TC, QM, AG, FC, MS)
MS301-L30	Leadership Lab Prep / Certification
MS301-L31	Protection
MS301-L32	Branch Orientation Briefings (EN, MP, CM, CA)
MS301-L33	Leadership Lab Prep / Certification
MS301-L34	Leadership Behavior and Peer Evaluations
MS301-L35	Counseling ELITE

General Lab Schedule

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

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.

Final Exam

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

Physical Readiness Training (PRT)/Army Fitness Test (AFT)*

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to participate in the PRT program. You will take a diagnostic AFT at the beginning of the fall semester and a Record AFT 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 in and outside the classroom.*

NOTE: *Cadre can access a Physical Readiness Training program posted in the BOLC A Curriculum and Program Material Program Material content area under the MS100-400 Curriculum.*

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, *Commander and Staff Organization and Operations*, Appendix B, Military Briefings.

The instructor should ensure that all branches are represented before assigning duplicates. These Branch Information Briefings will be conducted during Lessons 20, 23, 26, 29, and 32. (See cadre for additional information)

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 (I), 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. You may use [DA Form 7906](#) (Individual Development Plan) as a guide. 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 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. MS IVs may also be assigned to write SITREPs on the conduct of the Labs (Re: FM 7-0; FM 6-99).

Term Project

Maintain a weekly Reflective Journal to turn in at the end of the semester for review and grading by the instructor. Entries should reflect on the *good* or *bad* leader attributes and core competencies that you have observed from others, each week. Your reflections can be on anyone on or off campus, and for any team, class, event or activity that you participated in that week. Comparing and contrasting leader

attributes and core competencies of different people, at events, and within dissimilar organizations are encouraged.

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.armypubs.army.mil/>

Evaluation and Grading

Lesson Assessments (quizzes, papers, etc.)	40%
Army Fitness Test	10%
Class Participation*	10%
* 'Start with Why' Essay	10%
Mid-Term Exam (Essay)	10%
Final Exam	10%
Branch Orientation Briefings	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.

The following grading scale will be used, based out of 100-points possible. **[NOTE: Your University may have a specific grading scale to follow.]**

90-100	A
80-89	B
70-79	C

Every attempt will be made to offer adequate written assessments 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 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

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.

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
 - Personal appearance and grooming practices
- For more information please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6 and Appendix G (Religious Accommodation) 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, para 4-1 and 4-16.

4. Plagiarism Policy

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

- a. Submitting as one's own, a paper written by another person or by a commercial "ghost writing" service.
- b. 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.
- c. Paraphrasing or summarizing someone else's work without acknowledging the source with a footnote or reference.
- d. 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.
- e. 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
Phone: (210) 784-1335
Fax: (210) 784-1340
Email: disability.services@tamusa.edu***

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.

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

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, or national origin.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, or sex, 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.

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 600-52 (Sexual Harassment/Assault Response and Prevention Program).

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 600-52, Sexual Harassment/Assault Response and Prevention Program.

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:

NOTE:	MS 202 (AM)	MS 202 (PM)	
	INSTRUCTOR OFFICE HOURS	INSTRUCTOR OFFICE HOURS	ADDITIONAL APPOINTMENT HOURS
WEEK DAY	From – To	From – To	Special Instructions:
MONDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours
TUESDAY	0800 – 9000	1100 – 1450	Must coordinate time(s) after hours
WEDNESDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours
THURSDAY	0800 – 9000	1100 – 1450	Must coordinate time(s) after hours
FRIDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours

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.

Lessons, Outcomes, and Learning Objectives

<u>Lesson Number</u>	<u>Lesson Title</u>	<u>Lesson Outcomes</u> & <u>Learning Objectives</u>
L01	Course Overview	<p>The outcome of this lesson is for Cadets to understand the course structure and to identify requirements and expectations. A basic understanding of the advance course for the Reserve Officer Training Corps Program will enable the Cadets to develop a sense of what to expect in the coming year of the ROTC program, as well as what is important to the US Army in the early stages of leader development.</p> <ul style="list-style-type: none"> • Examine MS 301 Course structure and content • Explain MS III Course requirements and assignments • Identify MS 301 Course administrative information
L02	OML Overview	<p>The outcome of this lesson is for Cadets to understand the USACC Order of Merit List (OML) and how it is weighted. A basic understanding of the OML along with Talent Based Branching will help Cadets in preparing for Cadet Summer Training, as well as provide answers to Cadets regarding the accession/commissioning process.</p> <ul style="list-style-type: none"> • Explain the USACC OML and how it will affect the Accession and Commissioning Process • Explain Talent Based Branching
L03	Training Management Process	<p>As a leader and future commissioned officer, you will be required to plan and execute training to prepare your Soldiers for training or combat. As part of the Army's Training Management Process, the Training Management Cycle and 8-Step Training Model are part of the Training Management Process for planning and executing training. By the end of the lesson, Cadets should be able to apply the Training Management Cycle, Troop Leading procedures (TLPs), and the 8-Step Training Model to plan a training event during a Leadership Lab, and conduct an assigned Leadership Lab for MS I and II Cadets.</p> <ul style="list-style-type: none"> • Analyze the Training Management Process to Plan and Conduct a Training Event
L04	Rehearsals and Pre-Execution Checks	<p>As a leader and future commissioned officer, you are responsible for your Soldiers and their equipment readiness. Leaders will conduct rehearsals to ensure that your Soldiers know the commander's intent and their part of the mission. Platoon Leaders conduct Pre-Execution Checks (PECs) to ensure that all equipment for a specific mission is prepared and in working order prior to the mission. You will be assessed on Planning and Conducting a Rehearsal and PEC for the execution of the weekly Leadership Lab that will be delivered to the MSL I and II Cadet's. Understanding the Rehearsals and Inspection processes will serve Cadets well and make them successful as future Cadets and leaders in the Army.</p> <ul style="list-style-type: none"> • Analyze doctrinal types of Rehearsals and Rehearsal Techniques • Illustrate how Pre-Execution Checks ensure the readiness of mission execution requirements

L05	After Action Reviews	<p>As a leader and future commissioned officer, you will be responsible for conducting training for your Noncommissioned Officers (NCOs) and subordinates in preparation for Combat or the next Field Training Exercise (FTX) or unit event. As part of the Training Management Process, leaders conduct After Action Reviews (AARs) during and at the conclusion of training events or after an operation, to improve future performance. By the end of the lesson - and with the utilization of the Army's Operation Process - Cadets will conduct an AAR of a training event (one of the weekly Leadership Labs), assigned during the MS301L01 Course Overview lesson. Understanding the AAR process will serve Cadets well in the future as Leaders and Commissioned Officers in the United States Army.</p> <ul style="list-style-type: none"> • Discuss the Purpose and Types of After Action Reviews (AARs) • Analyze the AAR Process
L06	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L07	Army Publications, Online Resources and Professional Reading	<p>The outcome of this lesson is for Cadets to understand the purpose of websites used for individual and unit training, to understand and use Army publications and professional reading as a means of better understanding and being successful as a lifelong learner and future Army Leader. A basic understanding of the Army digital training websites, publications system, and professional reading will enable the Cadets to develop a sense of what is expected of them as Army professionals, as well as what is important to the US Army in this stage of their leader development.</p> <ul style="list-style-type: none"> • Analyze how Army Digital Training websites support the Training Management Process • Describe the purpose and proper utilization of Army doctrinal publications • Describe the purpose and benefits of professional reading

L08	Map Reading Review	<p>Upon completion of this lesson, Cadets will demonstrate their familiarity with the marginal information/symbols on a map, their ability to identify the terrain features on a map, and to determine grid coordinates on a map. These objectives will be measured through a quiz at the end of the class. This is the first of three lessons dealing with land navigation and terrain analysis and will culminate in MS301L11 Navigational Methods and Route Planning.</p> <ul style="list-style-type: none"> • Identify the marginal information and topographic symbols on a military map • Distinguish between the five major, three minor, and two supplemental terrain features on a map • Determine grid coordinates on a map
L09	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L10	Land Navigation Review	<p>Upon completion of this lesson, Cadets will: demonstrate their familiarity with Land Navigation and more specifically their ability to determine Grid and Magnetic Azimuths on a map; convert azimuths using GM angle using a military map and protractor; determine a back azimuth; locate unknown points on a map and on the ground by intersection; and locate an unknown point on a map and on the ground by resection. These objectives will be measured through a quiz at the end of the class. This is the second of three lessons dealing with land navigation and terrain analysis, and will culminate in MS301L13 Route Planning Practical Exercise.</p> <ul style="list-style-type: none"> • Determine azimuths using a military map and protractor • Convert Magnetic Azimuth to a Grid Azimuth and Grid Azimuth to a Magnetic Azimuth using the G/M angle • Calculate a Back Azimuth • Locate an unknown point on a map and on the ground by Intersection • Locate an unknown point on a map and on the ground by Resection

L11	Navigational Methods & Route Planning	<p>Upon completion of this lesson, Cadets will demonstrate their familiarity with Land Navigation and more specifically their ability to understand the four steps of land navigation, measure straight and curved line distance on a map, and identify land navigation techniques. These objectives will be measured through a quiz at the end of the class. This is the third of three lessons this semester dealing with land navigation and terrain analysis, and will culminate in the MS301L13 Route Planning Practical Exercise.</p> <ul style="list-style-type: none"> • Classify the Four Steps of Land Navigation • Calculate Straight and Curved Line Distance on a Map • Select the best Land Navigation technique to apply to a scenario
L12	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L13	Sand Tables / Terrain Models	<p>The outcome of this lesson on Sand Tables and Terrain Models, is for Cadets to develop an understanding on how effective planning and rehearsals - using the proper medium - are vital to achieving mission success. Cadets (in groups) will conduct a Sand Table/Terrain Model for a selected operation during class. Understanding Army rehearsal techniques will serve Cadets well and make them successful as future leaders in the Army.</p> <ul style="list-style-type: none"> • Illustrate how Sand Tables/Terrain Models aid visualization and understanding of the mission • Prepare a Terrain Model

L14	OPORD Review and METT-TC (I)	<p>The outcome of this lesson is to comprehend the Army's acronym, METT-TC (I), for conducting mission analysis, , as well as determine where/how it feeds into every operations order. METT-TC (I): Mission; Enemy; Terrain and weather; Troops and support available; Time available; Civil considerations; and Informational considerations within each) provides a structure to assist leaders in gathering critical information about the operational environment and current situation within their AO. Through the use of METT-TC (I), leaders will be able to organize the information about the mission and environment and aid in the problem solving process. This lesson bridges the gap from basic knowledge of terrain and navigational methods to how the variables affect their ability to accomplish the mission.</p> <ul style="list-style-type: none"> • Illustrate the relationship between the Operational and Mission Variables • Analyze the Mission Variables of METT-TC (I) • Review the Operations Order (OPORD)
L15	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L16	Advanced First Aid	<p>The outcome for this lesson is for Cadets to develop confidence, awareness, initiative, and the ability to analyze complex multi-facet problems by using critical thinking to resolve real-life issues. Cadets will understand fundamentals of first aid terminology and techniques in rendering treatment for injured Soldiers from training or battlefield areas. Developing advanced first aid techniques now will serve Cadets well and make them successful during the rest of their ROTC experience and as future Army Officers and Leaders.</p> <ul style="list-style-type: none"> • Explain 'Perform Airway Management' • Explain 'Perform Hemorrhage Control' • Explain 'Perform Casualty Movement' • Explain 'Request Medical Evacuation'

L17	Introduction to Command and Control (C2) / Mission Command	<p>Cadets will gain an understanding of how future Army forces - enabled by joint capabilities - will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners.</p> <p>Through the study of Command and Control, Cadets will analyze the principles of Mission Command and understand how the systems of Mission Command enable commanders to develop teams and empower subordinate leaders. Subsequent lessons will demonstrate how C2/Mission Command is central to the other Warfighting Functions.</p> <ul style="list-style-type: none"> • Examine the Command and Control Warfighting Function • Describe the Army Operational Concept
L18	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L19	Movement and Maneuver	<p>The outcome of this lesson is for Cadets to understand the relationship of the Movement and Maneuver Warfighting Function within the Army Operational Concept. A basic understanding of Movement and Maneuver enables Cadets to conceptualize the Army's organization into branches and how these separate branches work together through Warfighting Functions to accomplish the mission.</p> <ul style="list-style-type: none"> • Explain how the Movement and Maneuver Warfighting Function relates to the Army Operational Concept of Multidomain Operations • Identify tasks associated with Movement and Maneuver
L20	Branch Orientation Briefings (IN, AR, AV, SF)	<p>The outcome of this lesson is for Cadets to examine and analyze the separate branches of assignment within the United States Army. The information gained from this lesson will assist the Cadets in deciding on which branch they would be best fit to serve. Cadets will trace the history of how distinct US Army branches came to be; they will be capable of distinguishing between the roles of the US Army branches; and they will see how an individual branch supports the US Army Operational Concept.</p> <ul style="list-style-type: none"> • Construct an information brief concerning an assigned branch • Relate the Army Officer Branching system

L21	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L22	Intelligence	<p>The outcome of this lesson is for Cadets to understand the tasks and processes of the Intelligence Warfighting Function. This basic understanding allows Cadets to conceptualize how Intelligence supports the other Warfighting Functions and enables mission accomplishment.</p> <ul style="list-style-type: none"> • Describe the tasks and processes associated with the Intelligence Warfighting Function
L23	Branch Orientation Briefings (MI, SC)	<p>The outcome of this lesson is for Cadets to examine and analyze the separate branches of assignment within the United States Army. The information gained from this lesson will assist the Cadets in deciding on which branch they would be best fit to serve. Cadets will trace the history of how distinct US Army branches came to be; they will be capable of distinguishing between the roles of the US Army branches; and they will see how an individual branch supports the US Army Operational Concept.</p> <ul style="list-style-type: none"> • Construct an information brief concerning an assigned branch • Relate the Army Officer Branching system
L24	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training

L25	Fires	<p>The outcome of this lesson is for Cadets to understand the Fires Warfighting Function tasks and the considerations for fires in decisive action. This basic understanding allows Cadets to conceptualize how Fires are integrated with Movement and Maneuver and support the other Warfighting Functions to ensure mission accomplishment.</p> <ul style="list-style-type: none"> Describe the Fires Warfighting Function tasks and the considerations for fires in decisive action
L26	Branch Orientation Briefings (FA, AD, CY, PO)	<p>The outcome of this lesson is for Cadets to examine and analyze the separate branches of assignment within the United States Army. The information gained from this lesson will assist the Cadets in deciding on which branch they would be best fit to serve. Cadets will trace the history of how distinct US Army branches came to be; they will be capable of distinguishing between the roles of the US Army branches; and they will see how an individual branch supports the US Army Operational Concept.</p> <ul style="list-style-type: none"> Construct an information brief concerning an assigned branch Relate the Army Officer Branching system
L27	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> Develop training based on the Cadet-Led Training Model Prioritize Training Tasks Identify Steps for Planning Training Events Develop communication skills to effectively deliver training
L28	Sustainment	<p>The outcome of this lesson is for Cadets to understand the elements of the Sustainment Warfighting Function. This basic understanding allows Cadets to conceptualize how Sustainment Capabilities build operational reach, freedom of action, and endurance that enable mission accomplishment.</p> <ul style="list-style-type: none"> Describe the four elements within the Sustainment Warfighting Function: Logistics; Financial Management; Personnel Services; and Health Service Support
L29	Branch Orientation Briefings (OD, TC, QM, AG, FC, MS)	<p>The outcome of this lesson is for Cadets to examine and analyze the separate branches of assignment within the United States Army. The information gained from this lesson will assist the Cadets in deciding on which branch they would be best fit to serve. Cadets will trace the history of how distinct US Army branches came to be; they will be capable of distinguishing between the roles of the US Army branches; and they will see how an individual branch supports the US Army Operational Concept.</p> <ul style="list-style-type: none"> Construct an information brief concerning an assigned branch Relate the Army Officer Branching system

L30	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training
L31	Protection	<p>The outcome of this lesson is for Cadets to understand the supporting tasks of the Protection Warfighting Function. This basic understanding allows Cadets to conceptualize how these tasks, when integrated throughout the operations process, help establish control measures against potential threats and hazards.</p> <ul style="list-style-type: none"> • Describe the supporting tasks of the Protection Warfighting Function
L32	Branch Orientation Briefings (EN, MP, CM, CA)	<p>The outcome of this lesson is for Cadets to examine and analyze the separate branches of assignment within the United States Army. The information gained from this lesson will assist the Cadets in deciding on which branch they would be best fit to serve. Cadets will trace the history of how distinct US Army branches came to be; they will be capable of distinguishing between the roles of the US Army branches; and they will see how an individual branch supports the US Army Operational Concept.</p> <ul style="list-style-type: none"> • Construct an information brief concerning an assigned branch • Relate the Army Officer Branching system
L33	Leadership Lab Prep / Certification	<p>The outcome of this lesson is for Cadets to practice developing and leading training. The weekly Leadership Lab Certification is intended to allow Cadets time to plan, develop, and rehearse assigned portions of the leadership labs that will be delivered to the participating MS I and II Cadets. Through dedicated time and access to instructors/facilitators, the Cadets will develop confidence in their ability to lead and develop teams through training. This also enables the Cadet to practice communication skills they will use to explain what they want to occur, and implement the training they develop. This will lead to an understanding of the fundamentals of Army Training and training management at the small unit level.</p> <ul style="list-style-type: none"> • Develop training based on the Cadet-Led Training Model • Prioritize Training Tasks • Identify Steps for Planning Training Events • Develop communication skills to effectively deliver training

L34	Leadership Behavior and Peer Evaluations	<p>The outcome of the lesson is to develop Cadet focus on personal traits and performance, while enabling them to recognize strengths and weaknesses of peers, subordinates, superiors, and themselves. Through reading assignments, homework, a period of instruction, and practical exercises Cadets will develop their ability to evaluate others, while learning to accept constructive criticism in the form of peer evaluations from others.</p> <ul style="list-style-type: none">• Recognize leadership attributes and core competencies• Demonstrate an understanding of the concept of 360-degree feedback• Demonstrate ability to provide and receive peer feedback
L35	Counseling ELITE	<p>This lesson will establish and develop a base of knowledge, which will enable Cadets to demonstrate their ability to prepare for and effectively counsel individuals with a certain level of competence.</p> <p>Upon completion of this lesson, Cadets will be able to not only identify the three types of developmental counseling, but also demonstrate a basic comprehension of the process and techniques for conducting counseling of subordinates. Through reading assignments, homework, a period of instruction, and practical exercise, Cadets will be able to apply all four stages of the counseling process in a professional manner that is conducive to subordinate development.</p> <ul style="list-style-type: none">• Demonstrate an understanding of the counseling process and session• Describe the uses and applications of LiSA and I-CARE• Demonstrate the ability to apply active listening and counseling skills effectively during counseling sessions
L36	Final Exams	<ul style="list-style-type: none">• Demonstrate appropriate retention of knowledge

Course Publications

Number	Title	Date	Additional Information
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	10 Jan 2024	
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/c2, 06 Feb 2025
ADP 7-0	Training	29 Apr 2024	
ATP 3-09.30	Observed Fires	28 Sep 2017	
ATP 3-20.98	Scout Platoon	04 Dec 2019	
ATP 3-21.8	Infantry Rifle Platoon and Squad	11 Jan 2024	
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	Providing Feedback: Counseling-Coaching-Mentoring	13 Feb 2024	
FM 1-02.1	Operational Terms	28 Feb 2024	
FM 1-02.2	Military Symbols	23 Jan 2025	
FM 2-0	Intelligence	01 Oct 2023	
FM 3-0	Operations	01 Oct 2022	
FM 5-0	Planning and Orders Production	04 Nov 2024	
FM 6-0	Commander and Staff Organization & Opns.	16 May 2022	
FM 6-22	Developing Leaders	01 Nov 2022	w/c2, 20 Feb 2025
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	18 Jun 2022	
JP 3-07	Stability	11 Feb 2022	
JP 5-0	Joint Planning	01 Dec 2020	w/c1, 01 Jul 2024

STP 21-1 SMCT	SMCT, Warrior Skills, Level 1	16 Oct 2023	
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	06 Feb 2025	
AR 600-32	Conduct Between Soldiers of Different Grades	16 Sep 2024	
AR 600-52	Sexual Harassment/Assault Response and Prevention Program	11 Feb 2025	
AR 623-3	Evaluation Reporting System	12 Feb 2025	
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
DA PAM 600-3	Officer Talent Management	14 Apr 2023	
DA PAM 600-4	Army Medical Department Officer Career Management	27 Apr 2023	
DA PAM 600-35	Scenarios for Conduct Between Soldiers of Different Grades	14 Jun 2022	
DA PAM 623-3	Evaluation Reporting System	12 Feb 2025	
TRADOC PAM 525-3-1	The U.S. Army in Multi-Domain Operations 2028	06 Dec 2018	
TRADOC PAM 525-92	The Operational Environment 2024-2034: Large-Scale Combat Operations	05 Dec 2024	
USACC REG 145-3	ROTC On-Campus Training and Leadership Development	18 Jun 2019	USACC Sharepoint
USACC REG 385-10	Cadet Command Safety Program	01 Mar 2022	USACC Sharepoint
ACFT Handbook	Army Combat Fitness Test	Sep 2018	Found at CAC, at: https://usacac.army.mil/

CALL Handbook No. 19-18	Commander and Staff Guide to Rehearsals	Jul 2019	https://api.army.mil/e2/c/downloads/2023/01/19/48e6a637/19-18-commander-and-staff-guide-to-rehearsals-a-no-fail-approach-handbook-jul-19-public.pdf
Misc.	Multiple Training Resource Videos	N/A	ATN: https://atn.army.mil/unit-training-management-(utm)/unit-training-management-(utm)

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/>
- **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>

Further Reading Publications:

NOTE: *This is a very general list.* Cadre members are encouraged to contribute references they believe to be beneficial. For additional leadership references see Suggested Readings, published by the Center for the Army Leadership (CAL) at <https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL>, on Blackboard at: https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tabId= 17642_1&tab_group_id= 226_1 or, the U.S. Army Chief of Staff's Professional Reading List archive, United States Army Center for Military History, found at: <https://history.army.mil/CSA-reading-list/index.html>