Course Title, AS 3314, The United States Air Force Leadership Studies

Class meeting time: 1700-2000

Textbooks (Issued):
  * Leadership Studies (T-309)
  * Tongue and Quill (AFH 33-337)

Instructor:
  Capt Jacob Glantz, USAF
  Phone: 325-942-2036
  Email: j.glantz@angelo.edu
  Office Hours/Location: by appointment/RAS228

COURSE OBJECTIVES: Upon completion of this course, students will be able to:
1. Explain the importance of both leadership and followership in the Air Force. This will be assessed by quizzes and exams.
2. Apply proper dress and appearance standards, as well as military customs and courtesies. This will be assessed by conduct in the classroom and, for active cadets, through wear of the uniform.
3. Demonstrate competency in team building skills as well as interpersonal, oral, and written communication skills expected of Air Force officers. This will be assessed by quizzes, exams, a written assignment, and briefings.

1. ATTENDANCE POLICY
   a. Instructors may consider class attendance in determining a student's final grade in AS classes, but attendance must be subordinate to measurable performance based on lesson objectives. However, in cases where student attendance falls below 80 percent, attendance becomes the main determinant in the student’s final grade and the student receives a failing grade for the class.
   b. You must notify the instructor as soon as you realize you will be absent or late for class.
      i) You must complete an Official Memorandum for any absence or tardy no later than the beginning of the first class you return with justification explaining why you were late or missed the class. It is at the instructor’s discretion to deem the absence/tardy excused.
      ii) Failure to submit the memorandum by the appointed times mentioned above will result in an unexcused absence/tardy.
   c. If you are more than 10 minutes late to class, it will count as an absence.
   d. Missed in-classroom assignments (ex. test, briefing, quiz) cannot be made up if your absence/tardy is unexcused.
   e. Attending less than 80% of regularly scheduled classes (not to include the date of the final exam) will result in a failing grade for the course regardless of your total number of points.
   f. The policy described above applies to both cadets and academic-only students.

2. GRADING AND EVALUATION PROCEDURES
   a. Cadets must achieve an overall grade of C (at least 512 points) or better to pass the course (D for academic-only students).
   b. Classroom assignments are due at the beginning of the assigned class. You may turn in an assignment before 0800 the next day which will result in a 10% drop in the overall assignment’s final grade. Each following day the late assignment may be turned in prior
to 0800 for an additional 10% reduction.
c. Cadets are required to have a mid-term counseling during the time prescribed by his/her
instructor; cadets must provide a completed Form 48 (Academic plan) no later than (NLT) 24
hours prior to this appointment. This counseling is mandatory.
i) Cadets who fail to meet the Form 48 suspense will be issued a Form 16 Conditional Event for
Indifference to Training.
ii) Form 48 and mid-term counseling is not required for academic-only students
d. The grading criteria and assignment requirements, as well as, a course schedule are presented below:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Quizzes (10 @ 10 pts ea.)</td>
<td>100</td>
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<tr>
<td>Participation</td>
<td>10</td>
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<tr>
<td>Character Briefing</td>
<td>100</td>
</tr>
<tr>
<td>2-3 Page paper</td>
<td>190</td>
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<tr>
<td>Midterm Exam</td>
<td>200</td>
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<tr>
<td>Final Exam</td>
<td>200</td>
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<td><strong>Total</strong></td>
<td><strong>800</strong></td>
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</table>

NOTE: ALL assignments are graded on:
- MEETING THE SUSPENSE
- FOLLOWING DIRECTIONS
- ATTENTION TO DETAIL

Grading
A = 720 - 800
B = 624 - 719
C = 512 - 623 (required to pass)
D = 400 - 511
F = < 400

3. CLASSROOM BEHAVIOR
   a. You will be professional, courteous, and respectful at all times to include your behavior in the
      classroom.
   b. Classroom opening and closing procedures exist to instill discipline and serve as a reminder that this
      is a military training environment; they are described below:
      i) When the military instructor enters the classroom at the beginning of class, the senior
         ranking/designated cadet will call the room to attention. Remain at attention until told
         otherwise by the instructor.
      ii) At the end of class, when the instructor has indicated the lesson has concluded, the senior
         ranking/designated cadet will ask, “Will that be all, sir/ma’am?” Once the instructor answers in
         the affirmative, the senior ranking/designated cadet calls the room to attention. When the
         instructor declares “Dismissed or Carry On,” the cadets are free to leave or ask questions. If the
         instructor exits the classroom while cadets are still in the room, do not call the room back to
         attention.
   c. Food and drinks are allowed in the classroom (please keep the wrapper noise to a minimum). Ensure
      you discard your garbage and leave the room as you found it. This privilege can be revoked at any time.
   d. The last class of the day will ensure the room is clean and the trash can is placed outside the door.
   e. Cadets will wear the proper uniform of the day to their AS class, as well as all day on Wednesdays. For
      academic-only students, wear appropriate attire for the specific class. See your instructor for further
      guidance. Cadets who fail to wear the proper uniform, wear the uniform incorrectly, or fail to be in
      grooming standards IAW AFI 36-2903 will be issued a Form 16 Conditional Event for Indifference to
      Training.

4. ACADEMIC FREEDOM and NON-ATTRIBUTION: Students are encouraged to write freely and to
voice their concerns and opinions in the classroom; however, the military training environment requires limits on some types of expression. The UCMJ dictates that officer trainees and cadets may not use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, the Secretary of the Air Force, and others. The classroom is also a non-attribution environment—statements, disagreements, and other comments made by individuals or groups in an educational forum are safeguarded through non-attribution. A speaker’s identity may not be divulged for the purpose of attributing specific remarks or statements to that speaker, without first obtaining the speaker’s permission. If this is not clear in any way, please ask your AS instructor to clarify.

5. **UNIVERSITY POLICY ON ACADEMIC HONESTY:** Angelo State University expects all students to engage in all academic pursuits in a manner that is above reproach and to maintain complete honesty and integrity in the academic experiences both in and out of the classroom. Additional information can be found in the Student Handbook.

6. **ACCOMMODATION FOR STUDENTS WITH DISABILITIES:** The University is committed to the principle that in no aspect of its programs shall there be difference in the treatment of persons because of race, creed, national origin, age, sex, disability and the equal opportunity and access to facilities shall be available to all. Additional information can be found in the Student Handbook.

7. **OBSERVANCE OF A RELIGIOUS HOLY DAY:** A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence. A student who is excused under this policy may not be penalized for the absence; however, the instructor may respond appropriately if the student fails to complete the assignment satisfactorily.
<table>
<thead>
<tr>
<th>DATE</th>
<th>LESSON</th>
<th>Reading</th>
<th>Item Due</th>
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<tbody>
<tr>
<td>18 Jan</td>
<td>Intro/Syllabus Review</td>
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<tr>
<td>25 Jan</td>
<td>Conflict Management, Power and Influence</td>
<td>Lesson 23, Lesson 24</td>
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<td>01 Feb</td>
<td><em>The Caine Mutiny</em></td>
<td>Lesson 25</td>
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<td>08 Feb</td>
<td>Air Force Equal Opportunity Program, Mentoring</td>
<td>Lesson 26, Lesson 27</td>
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<tr>
<td>15 Feb</td>
<td>Leadership Authority and Responsibility, Corrective Supervision and Counseling</td>
<td>Lesson 28, Lesson 29</td>
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<tr>
<td>22 Feb</td>
<td>Counseling and Practicum</td>
<td>Lesson 30</td>
<td></td>
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<tr>
<td>01 Mar</td>
<td>Standards and Accountability</td>
<td>Lesson 31</td>
<td></td>
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<tr>
<td>08 Mar</td>
<td>Effective Supervision</td>
<td>Lesson 32</td>
<td>Midterm</td>
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<tr>
<td>15 Mar</td>
<td>Spring Break</td>
<td></td>
<td>No class</td>
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<tr>
<td>22 Mar</td>
<td>Leadership Characteristics Briefing</td>
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<td>BBP &amp; Briefing</td>
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<td>29 Mar</td>
<td>Leadership and Management Case Studies</td>
<td>Lesson 33</td>
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<tr>
<td>05 Apr</td>
<td><em>12 Angry Men</em></td>
<td>Lesson 34</td>
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<td>12 Apr</td>
<td>Joint Ethics, Managing Competing Priorities</td>
<td>Lesson 35, Lesson 36</td>
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<td>19 Apr</td>
<td>Ethical and Moral Leadership in the Military</td>
<td>Lesson 37</td>
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<tr>
<td>26 Apr</td>
<td><em>Remember the Titans</em></td>
<td>Lesson 38</td>
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<tr>
<td>03 May</td>
<td>Final</td>
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<td>Paper Due</td>
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**MID-TERM COUNSELING**
Midterm counseling: 01-09 Mar
(E-mail Instructor for time/date)

**FINAL EXAM SCHEDULE**
Location to be determined by instructor
Tue, 03 May @ 1200

**Other Important Dates**
15 Jan: MLK Jr Day - No classes
12-16 Mar: Spring Break - No classes
30 Mar: Spring Holiday - No classes
STUDENT/COMMUNITY RESOURCES

ACADEMICS

ASU Tutor Center
Porter Henderson Library, C301
325-486-6369
ASUTutorCenter@angelo.edu

Math Lab
Porter Henderson Library, C302
325-486-6367
ASUMathLab@angelo.edu

1st Generation Programs
Multicultural Center, UC 114
325-942-2729

Modern Language Tutoring
Academic Building, 110
325-942-2243

Study Skills/Workshops
Porter Henderson Library, C308
325-942-2595

Financial Aid
Hardeman Bldg, 100
325-942-2246

Writing Center
Porter Henderson Library, C305
325-942-2093
WritingCenter@angelo.edu

Testing Services
Nursing/Physical Science, 291
325-942-2624
TestingCenter@angelo.edu

HEALTH & SAFETY

DRUG/ALCOHOL

Alcoholics Anonymous
325-657-6645

Alcohol & Drug Abuse Council
325-224-3481/1-800-880-9641

Water Shed Addiction Helpline
1-888-206-7272

COUNSELING

Airman & Family Readiness Center
325-654-3893
(DoD ID cardholders only)

Hospice of San Angelo
36 E Twohig Ave #1100
325-658-6524

West Texas Counseling
242 N. Magdalen
325-944-2561

CRISIS INTERVENTION

Concho Valley Rape Crisis Center
315 Koberlin St
325-655-2000 / 658-8888 (hotline)

Family Violence Hotline
325-655-5774
1-800-749-8631
1-800-799-7233

Pregnancy Help Center of Concho Valley
2525 Sherwood Way
325-944-1515
phccv@verizon.net

Suicide Prevention (Concho Valley)
1-800-375-8965

325-653-5933 Suicide Prevention Lifeline (National)
1-800-273-8255

Tom Green County Crisis Intervention
325-658-3921

MENTAL HEALTH

Concho Resource Center
1317 Colorado Ave
325-659-2201

Mental Health Services-Concho Valley
1501 W. Beauregard Ave
325-658-7750

National Mental Health Information Center
1-800-2647

UNIVERSITY POLICE

UNIVERSITY CLINIC

1702 W. Ave N
325-942-2071

1901 Johnson Ave
325-942-2171

DET 847
325-942-2036