

DEPARTMENT OF AEROSPACE STUDIES

ANGELO STATE UNIVERSITY

Fall 2021 SYLLABUS

Course Title, AS 3312.020, Leading People and Effective Communication

Class Meeting times: Monday & Thursday 1400 – 1530

Textbooks (available online):

Tongue and Quill (AFH 33-337)

Student Reader

Instructor:

Allan G. Fonseca, Lt Col, USSF

Phone: 325-486-6537

Email: allan.fonseca@angelo.edu

Hours available: By Appointment/RAS227

COURSE OBJECTIVES:

This course is designed to build on the leadership fundamentals taught in AS200. The students will have the opportunity to utilize their skills as they begin more of a leadership role in the detachment. The goal is for students to have a more in-depth understanding of how to effectively lead people and provide them with the tools to use throughout their detachment leadership roles. Secondly, students will hone their writing and briefing skills. Many of the students will be uncomfortable with public speaking, and this semester is designed to get them used to briefing. The second semester of AS300 is centered on leadership and ethics and is mostly guided discussion. The goal here is to get students thinking about leadership through their own lens and give them some tools to work on their leadership skills.

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 key determinant in the student's final grade.
- 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 5 minutes late to class, it will count as an absence.
- d. Missed in-classroom assignments (ex. test, briefing, quiz, discussion participation) 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 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 it 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 or NO SHOW for a scheduled appointment will be issued a Form 16.
 - 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:
- e. Course grades will be computed as follows:

Participation & Class Preparation = 30 points

Field Training Reflection Paper = 10 points

Current Military Event Briefing = 10 points

Quizzes x3 = 10 points

Mid-Term = 30 points

Bullet Statements = 20 points

Completed 707 = 10 points

Bias Self Reflection MFR = 10 points

Decoration Citation = 10 points

Final exam = 40 points

Total Points Possible = 200

COURSE REQUIREMENTS

Participation & Class Preparation: Each student will be graded on their level of participation during each class and their overall preparedness/familiarity with the topics covered in the Student Readers.

Field Training Reflection Paper: Students will write a 2-page Memorandum reflecting on Leadership Lessons learned and goals achieved at Field Training in accordance with (IAW) The Tongue and Quill. I encourage you to read your previous reflective papers prior to completing this assignment. This will promote critical thinking and honest reflection on your own development. The overall intent of this activity is for you to recognize the value and necessity of self-reflection, goal-setting, and individual accountability. Suggestions for Memorandum include:

- What were your expectations of field training? What differed from your expectations?
- How did you develop as a leader at field training?
- Did you accomplish your field training goals? How? If not, why?
- What did you learn about leadership in general at field training?
- What did you learn about yourself at field training?

Current Military Event Briefing: Students will deliver a 4-5-minute prepared briefing on a current military event, relating their topic to any academic lesson they have completed during AFROTC.

Quizzes x3: On random days you will take a short quiz covering materials from previous classes. You will take some quizzes as teams, with fixed quiz partners. You may not make up quizzes due to unexcused absence or tardiness.

Bullet Statements: Students will write bullet statements each week after the bullet statements lesson on an AF FORM 707. The intent is for cadets to develop the habit of tracking individual accomplishments, become more comfortable with the bullet writing format, and to experience transferring bullets onto the AF Form 707 OPR form.

Completed 707: Students will turn in a completed AF FORM 707

Bias Self Reflection MFR: Students will complete a Memorandum for Record reflecting on their own potential biases and identify strategies to mitigate the impact of these biases. Students should consider the following to describe an instance impacted by bias:

- What decision did you face and what bias or biases influenced your thinking?
- In what specific ways did the bias(es) influence your thoughts or decisions?
- What would you do differently if you had to make this decision again?
- In the future how can you reduce the potential negative impacts of biases in your decisions?

Decoration Citation: Students will write an Air Force Achievement Medal (AFAM) citation using information and bullet statements from the Bullet Statement Practicum: Writing lesson in accordance with AFI 36-2803, *The Air Force Military Awards and Decorations Program*.

Mid-term and Final Exam: Exams will be mixed format of multiple choice, fill-in the blank, short answer and essay format. Exam questions will be drawn from lesson cognitive samples of behavior up to that point.

- f. The grading scale to be used in determinations of your final grade is as follows:

90 - 100%: A (180-200 points)

80 - 89%: B (160-180 points)

70 - 79%: C (140-160 points)

60 - 69%: D (120-140 points)

0 - 59%: F (Less than 120 points)

3. CLASSROOM BEHAVIOR

- a. You will be professional, courteous, and respectful at all times.
- 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) Opening class procedures: When the military instructor enters the classroom at the beginning of class, the senior designated class leader will call the room to attention. Remain at attention until told by the instructor to take your seats. For all non-cadet students please rise. Prior to the start of class, the class leader will take attendance and report to the instructor.

- ii) Classroom Visitors: Class leader will call the room to attention if a higher ranking visitor than the instructor enters the room.
 - iii) End of class procedures: At the end of class, when the instructor has indicated the lesson has concluded, the designated class leader, will call the room to attention. Once dismissed cadets are free to leave or stay and ask questions to clarify any material discussed. If the instructor exits the classroom while cadets are still in the room, do not call the room back to attention.
- c. Be prepared for class! - **Read assigned material and answer the samples of behavior listed in your student study guide before attending class.** Be prepared to engage and interact on course material, actively participate in class discussions, and we will all benefit from your perspective! Feel free to ask questions in class about any material covered. Asking questions is an excellent form of active engagement in the classroom.
- d. Food and drinks are allowed in the classroom. However, its preparation, distribution and consumption must not be allowed to interfere with the lesson being presented.
- e. The class leader will ensure the room is clean and the trash can is placed outside the door following each class session.
- f. Cadets will wear the UOD (Uniform of the Day) from 0700-1700 on days they have Leadership Laboratory and also during their Aerospace classes. Cadets are not required to wear the uniform outside of Military Instruction where situations dictate it as inappropriate or impractical to do so (example chemistry lab). 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.
- g. If you bring a cell phone to class, it must be turned off or placed in a silent mode (not vibrate). Texting or checking email during class is not permitted.
4. **ACADEMIC FREEDOM AND NON-ATTRIBUTION POLICY**: 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, 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 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 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.

8. **SEATING CHARTS:** Students will be required to sit in assigned seating during the COVID-19 pandemic each class. This will help facilitate contact tracing in the event a fellow student tests positive or is quarantined.

9. **REQUIRED USE OF MASKS/FACIAL COVERINGS BY STUDENTS IN CLASS:**
Current Department of Defense Policy applies to detachment spaces for mandatory face mask wear while indoors. Mask are available in the detachment and are provided to cadets at no cost. Personnel in the detachment spaces are required to wear a face mask regardless of vaccination status. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work.

AS300 Fall 2021 Class Schedule

1. All classes will either be held in Rassman 224 or at another location which will be provided by your instructor prior to the scheduled class date.
2. Class Times: Monday & Thursday 1400 – 1530
3. All classes and schedules are subject to change. Follow BlackBoard and in class instructions.

Date	Lesson	Assignment Due
23 Aug	AS300 Course Overview	
23 Aug	Operations Security (OPSEC)	
26 Aug	Critical Thinking	
30 Aug	Department of the AF Leader Development	Field Training Reflection Paper (Memo)
30 Aug, 2 Sep	Change Management	
9 Sep, 13 Sep	Department of the Air Force Writing	
13 Sep	Informative Briefing Requirements	
16 Sep	Effective Supervision	
16 Sep 20 Sep	The Enlisted Force	
23 Sep	The Commissioned Perspective	
27 Sep	Bullet Statements	
27 Sep 30 Sep	Bullet Practicum: Writing	
4 Oct 7 Oct	Bias	4 Oct - 2 Bullet Statements
7 Oct 11 Oct	Leading Diverse Organizations	7 Oct - 2 Bullet Statements 11 Oct – Bias self-reflection MFR
14 Oct	MID-TERM EXAM	
18 Oct 21 Oct	Cross-Cultural Competence	18 Oct - 2 Bullet Statements
21 Oct	Extremism	1 Bullet Statement
25 Oct	Your Financial Future: Part 2	1 Bullet Statement
25 Oct 28 Oct	Managing Competing Priorities	25 Oct - 1 Bullet Statement
1 Nov 4 Nov	Airmanship	1 Nov – 1 Bullet Statement
4 Nov	Code of Conduct	
8 Nov	Joint Ethics	
8 Nov		8 Nov – completed 707
15 Nov	Air Force Heritage Series	
18 Nov	Informative Briefings	Current Military Event Briefing

22 Nov	AFAM Decoration Writing	
29 Nov	AFAM Decoration Writing	End of Day – Decoration Citation
2 Dec	FINAL EXAM	
6 Dec- 9 Dec	Reserved for make-up sessions	

STUDENT/COMMUNITY RESOURCES

ACADEMICS

DET 847

325-942-2036

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

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

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

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

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

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

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

Financial Aid
Hardeman Bldg, 100
325-942-2246

Predeclared Advising
Porter Henderson Library, A312
325-942-2710

HEALTH & SAFETY

DRUG/ALCOHOL

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

Water Shed Addiction Helpline
1-888-206-7272
325-657-6645

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)

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

UNIVERSITY POLICE

1702 W. Ave N
325-942-2071

MENTAL HEALTH

Concho Resource Center
1317 Colorado Ave
325-659-2201 Suicide

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

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

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

UNIVERSITY CLINIC

1901 Johnson Ave
325-942-2171

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

Tom Green County Crisis Intervention 325-658-3921

National Mental Health Information Center
1-800-2647