AS 2112: TEAM & LEADERSHIP FUNDAMENTALS

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COURSE DESCRIPTION & OBJECTIVES: AS200 is a two-term course designed to provide the foundation for both leadership and team building. You will build on this course every year of your Air Force ROTC career, so it is crucial that you do the readings and homework. Likewise, all of these lessons will be directly applicable to your field training experience.

We will learn about things that may not come to mind when you think of leadership, but they are essential to understanding how good leaders operate. These topics include listening, followership, and problem solving efficiently. All of these concepts will be applied in team building activities and when discussing topics like conflict management with the class. Though the theme of this course is “Team and Leadership Fundamentals,” you are also expected to demonstrate basic verbal and written communication skills at the end of this course. These are skills that can help you in every aspect of your academic, professional, and personal lives.

REQUIRED TEXTS AND RESOURCES:
- **Blackboard** – Have an active account to access this syllabus, required texts and assignment grade sheets
- T-213, Team & Leadership Fundamentals (Cadet Reader) ......................................................... Blackboard
- T-203, AFROTC FT Manual .................................................................................................. Blackboard
- AFH 33-337, The Tongue and Quill (19 Nov 2015) ............................................................... Blackboard

ATTENDANCE POLICY:
1. All cadets must attend a minimum of 80% of class. I will consider class attendance as part of your professionalism grade to determine your final grade, but the point value will not exceed 10% of your final grade. However, if your attendance falls below 80%, attendance becomes the main determinant in your final grade and you receive a failing grade for the class.”
2. You must advise me of your absences and tardies ASAP. In plain English: **as soon as you find out, call or text me (you now have my number) and at least your class leader that you will either miss class or be late.** If you are absent and cannot advise me beforehand, tell me ASAP afterward. It is at my discretion if your absence or tardy will be excused or not. **Failure to notify me will result in an unexcused absence/tardy.**
3. There will be no makeup quizzes or tests allowed for unexcused tardies or absences.

CLASSROOM BEHAVIOR:
1. Each class section will elect a class leader. The class leader will be in charge of assigning opening and closing procedures, accountability, and anything else I assign him or her.
2. Classroom opening and closing procedures will mirror FT academic procedures. Each cadet will take at least one turn being in charge, as designated by the class leader. Follow all other applicable military customs and courtesies.
3. Food is not allowed in the classroom, but drinks are allowed. Ensure you discard your garbage and leave the room better than you found it. I may revoke this privilege at any time if you abuse it.

4. Cadets will wear the uniform of the day from 0800-1700 on class days. Until SSgt Gaona or SSgt Thornton issues you ABUs, the uniform of the day is the Blues uniform. Applicants and academic-only students will wear business casual attire. Cadets are not required to wear the uniform outside of class where situations dictate it as inappropriate or impractical to do so, and only during that time (for example, chemistry lab). If you use the gym on campus, change out of your uniform at the gym locker rooms, not at your dorm or another location.

5. The use of laptop computers and personal electronic devices for notetaking is authorized and encouraged. However, any student caught using their devices for any purpose other than the subject at hand will lose this privilege permanently.

6. At the beginning of each class the class leader will receive visual confirmation that all cell phones are silenced. Please let me know ahead of time if you are expecting a legitimately important phone call.

7. Required materials for class include a writing utensil, notepad or paper, and laptop/personal electronic device.

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, ask your AS instructor to clarify.

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. You can find additional information in the Student Handbook.

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. You can find additional information in the Student Handbook.

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.

GRADING CRITERA: In order to receive a passing grade, cadets must:
1. Meet the 80% attendance policy outlined above (no more than three unexcused absences).
2. Achieve an overall grade of C (at least 280 points) or better to pass the course (D for academic-only students).
3. **I do not use Blackboard to update grades.** Cadets may come see me any time to get an update on their grades. Additionally, I will provide a grade update to each cadet during your midterm counseling.
4. You MUST have a midterm counseling session with me before you leave for Thanksgiving break. You must provide an updated and signed Form 48 at this meeting. Make sure to update it before your appointment with me. **Do not wait until the last minute to meet with your advisor, if necessary.** Advisors are busy people and cannot afford to meet with you at a moment’s notice. You must schedule an appointment with them early on. **If I find out about anyone requesting ad hoc meetings or unreasonable time suspenses of your advisors, I will immediately give you a Form 16 counseling for failure to meet military standards.**

See below for grading scale and course requirements:

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**GRADING SCALE**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>≥278 points</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>246-277 points</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>216-245 points</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>185-215 points</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>≤184 points</td>
<td></td>
</tr>
</tbody>
</table>

**COURSE REQUIREMENTS**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesson Grades x 7</td>
<td>70 points</td>
<td>From each lecture, I grade you on a 10-point scale based on whether you A) read the material, and B) participated actively in class by answering questions, asking meaningful questions and/or adding meaningful contributions to any discussions. No later than the beginning of each class you will fill out an online form with a simple “yes”, “no”, or “GOOJF” to report whether or not you completed the assigned reading prior to class. If you answer “no” then I will deduct 5 points from your lesson grade for the day and will remove your name from the pool of people to whom I will ask questions. If you answer “yes” you will begin class with the full 10 points. How many of the points you keep after that point will depend on your participation. If you did not complete the reading, you may still earn up to 5 points based on your meaningful participation throughout class. <strong>You may use one “free” day to come unprepared to class without losing any points. We will call this your “get out of jail free (GOOJF) card.” Remember to click that option on the form so I can make a note of it in my gradebook. Do not violate the honor code by untruthfully saying you read your assignment. Your integrity is not worth the few points you would receive.</strong></td>
</tr>
<tr>
<td>Quizzes x 6</td>
<td>60 points</td>
<td>On the applicable days, you will take a 10 minute, short answer quiz covering materials from previous classes (10 points each). You will take some of the quizzes as teams, with fixed quiz partners. <strong>You may not make up quizzes due to unexcused absences.</strong> Quizzes will be provided either on paper or on Blackboard.</td>
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Deadlines for all assignments are listed in the course calendar at the end of this syllabus.
Memorandum (Memo) .......................................................................................................................... 25 points
You will write a 1-page official memorandum in accordance with (IAW) AFH 33-337, The Tongue and Quill, about why you joined ROTC. The intent of this activity is for you to practice basic military writing and for me to learn about your motivations for joining ROTC. We introduced you to the official memorandum format in your AS100 year, so you should know how to consult The Tongue and Quill for specifics regarding formatting and to review a memo template. I will ensure you have a copy of the appropriate letterhead to format the memo IAW The Tongue and Quill.

Prepared Brief ......................................................................................................................................... 25 points
You will deliver a 2-3 minute prepared briefing IAW AFH 33-337, The Tongue and Quill, on why you joined ROTC. The content of this briefing should mirror the “Why I Joined ROTC” memo. The intent of this activity is for you to practice military speaking skills. We introduced you to the prepared briefing format in the AS100 Speaking Overview lesson and you completed your first briefing assignment during your AS100 year. You should consult The Tongue and Quill for specifics regarding verbal and non-verbal communication concepts and overall steps for effective communication. I will use the criteria on the HC Form 6, Briefing Evaluation Form, to evaluate this briefing. You should understand that effective communication skills, to include verbal communication, is a critical aspect of leadership and a necessary skill for all Air Force officers.

Midterm Exam .................................................................................................................................... 50 points
The midterm may cover any and all samples of behavior up to that point in the semester.

Final Exam........................................................................................................................................... 50 points
The final may cover any and all samples of behavior throughout the entire semester.

Professionalism................................................................................................................................... 30 points
The professionalism grade will be determined based on attendance, punctuality, dress & appearance, and customs & courtesies. An unexcused absence will take off 3 points; unexcused tardies 2 points; dress & appearance and customs & courtesies lapses, 1-5 points.

In cases where a cadet’s attendance falls below 80 percent, attendance becomes the main determinant in the student’s final grade and the cadet receives a failing grade for the class.

Total 310 points

Extra Credit.......................................................................................................................................... 20 points
You will be able to complete an informative impromptu brief, email, memorandum, or prepared brief.

Out of the possible extra credit assignments, your extra credit assignment will be whatever your lowest scored regular assignment was. For example, if your lowest scored assignment was your brief, then you will only be able to deliver a brief for extra credit. The purpose of this is to give you more practice improving your weakest area.

ACADEMIC POLICIES AND PROCEDURES:
Turn in all assignments by email. Give each assignment the following file name: [Last Name] [Type of Assignment] [CAO YYYYMMDD]. For example: Heller Memorandum CAO 20190925.

COURSE CALENDAR:
See below for the course calendar. These items and dates are subject to change as necessary.
<table>
<thead>
<tr>
<th>Date/Week</th>
<th>Item Due</th>
<th>Lesson</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Aug/Week 1</td>
<td>1. Lesson 1, Introduction to AS200</td>
<td></td>
</tr>
</tbody>
</table>
| 05 Sep/Week 2 | 1. Quiz  
2. Listening |
| 12 Sep/Week 3 | 1. Self-Assessment  
2. 1-Page Memo Topics Assigned in Class |
| 19 Sep/Week 4 | Memo | 1. Followership |
| 26 Sep/Week 5 | Memo Corrections | 1. Full-Range Leadership Part I |
| 03 Oct/Week 6 | Final Memos Due | 1. Problem Solving |
| 10 Oct/Week 7 | Midterm Counselings | 1. Motivation  
2. Midterm Exam Review |
| 17 Oct/Week 8 | | 1. **MIDTERM EXAM** (online, due @ 2359 Fri 19 Oct) |
| 24 Oct/Week 9 | | 1. Standards and Accountability |
| 31 Oct/Week 10 | 1. Your Financial Future  
2. Briefing Topics Assigned in Class |
| 07 Nov/Week 11 | | 1. Communication Skills Plan I |
| 14 Nov/Week 12 | *Briefing Due 21 Nov* | 1. Review Lesson 8, Standards & Accountability |
| 21 Nov/Week 13 | Prepared Briefing | 1. Briefings |
| 29 Nov/Week 14 | | 1. Final Exam Review |
| | **THANKSGIVING BREAK – EAT LOTS OF TURKEY** | |
| 05 Dec/Week 15 | | 1. Final Exam Review |
| 12 Dec/Week 16 | | 1. **FINAL EXAM** |