
AS 2112: TEAM & LEADERSHIP FUNDAMENTALS

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Office Hours, RAS 226: By Appointment

Thursday
0930-1030
Rassman (RAS) 224
1 Credit

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.

Of note, the COVID-19 pandemic has created some challenges to both students and faculty/instructors alike. I ask each of you to remain flexible for the inevitable changes that will occur over the course of the semester.

REQUIRED TEXTS AND RESOURCES:

- T-213, Team & leadership Fundamentals.....Online
- AFH 33-337, The Tongue and Quill (19 Nov 2015)Online
- Blackboard – Have an active account to access this syllabus, required texts and assignment grade sheets

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 you Class Leader (CL) of your absences and tardies ASAP. In plain English: **as soon as you find out, call or text your CL that you will either miss class or be late.** If you are absent and cannot advise your CL beforehand, tell them ASAP afterward. It is at my discretion if your absence or tardy will be excused or not. **Failure to notify the CL 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. Conduct and Protocol. Classroom conduct is basically the same as any other class you have, with one exception: all AFROTC instructors are commissioned officers or non-commissioned officers in the Air Force or Space Force. Therefore, when an officer enters the classroom, you'll come to "attention" and when they leave you will come to "attention" again. This is how classes begin and end in formal military schools. Coming to attention is a gesture of respect, not inferiority. As you progress through Leadership Laboratory and this course, you will become intimately familiar with proper drill and ceremony procedures. For now, it will suffice to say that "coming to attention" means standing until told to be seated.
2. 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. **The class leader will also have the attendance tracker updated NLT 1500 on class days.**
3. 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.
4. 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.
5. Cadets will wear the uniform of the day during class periods. Until the NCO's issue you OCP's/ABU's, the uniform of the day is the Det polo/T-shirt and khakis/slacks. Please ensure that your shirts are tucked in. Once the weather starts to cool off, you are permitted to wear a hoodie/sweater provided that you are wearing the det polo/tshirt underneath.
6. Applicants and academic-only students will wear business casual attire
7. **Face masks are mandatory and will be worn at all times within the Aerospace Studies (AS) classroom and detachment spaces. Masks are available in the cadet library.**
8. 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.
9. Students will not be allowed to enter the classroom until 3 minutes before class (0930).

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 other elected officials. 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 CRITERIA: 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 210 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 **no later than 15 October 2021.** 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.** 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.
- 5.

See below for grading scale and course requirements:

GRADING SCALE

A.....	≥270 points
B.....	240-269 points
C.....	210-239 points
D.....	180-209 points
F.....	≤179 points

COURSE REQUIREMENTS

Deadlines for all assignments are listed in the course calendar at the end of this syllabus.

Lesson Grades x 9 90 points

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. 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. ***Do not violate the honor***

code by untruthfully saying you read your assignment. Your integrity is not worth the few points you would receive.

Quizzes x 4 40 points

On random days, you will take a short answer quiz covering materials from previous classes (10 points each). **You may not make up quizzes due to unexcused absences.**

Official Email 25 points

You will send me a 200-word email (no less than 175, no more than 200) formatted in accordance with *The Tongue and Quill*. The intent of this activity is for you to practice principles of electronic communication using the official military email format outlined in the *Tongue and Quill*. The topic of this email is “My Thoughts on ROTC.” This is an opportunity for me to receive private feedback from you regarding your AS200 and overall ROTC experience thus far.

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. Please ensure that all students are using the exact same template for the memo.

Prepared Brief..... 40 points

You will create 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.

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 **300 points**

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: Reisner Memorandum CAO 20210931.* **Failure to turn in assignments using the prescribed format will result in a loss of 3 points from your professionalism grade. Attention to detail is crucial during your path towards becoming an officer, as well as all aspects in life. I cannot overemphasize how forming good habits now and being thorough in your work before submitting an assignment will absolutely pay off in the future.**

COURSE CALENDAR:

These items and dates are subject to change as necessary.

Date/ Week	Item Due	Lesson
26 Aug/ Week 1		1. Lesson 1, Introduction to AS200
2 Sep/ Week 2		1. Lesson 2, Self-Assessment 2. Memo Discussion
9 Sep/ Week 3	Memo	1. Lesson 3, Listening
16 Sep/ Week 4		1. Memo Corrections Discussion 2. Lesson 4, Followership
23 Sep/ Week 5		1. Prepared Brief Discussion 2. Lesson 5, Full-Range Leadership
30 Sep/ Week 6		1. Lesson 6, Problem Solving
7 Oct/ Week 7	Midterm Counseling	NO CLASS
14 Oct/ Week 6	Prepared Briefs	1. Prepared Brief (Presenting)
21 Oct/ Week 7		1. Feedback on Prepared Briefs
28 Oct/ Week 8		1. Lesson 7, Motivation
4 Nov/ Week 9		NO CLASS
11 Nov/ Week 9		1. Official Email Discussion
18 Nov/ Week 10	Official Email	1. Lesson 8, Standards & Accountability
2 Dec/ Week 11		1. Lesson 9, Ethical Decision-Making
9 Dec/ Week 12		1. Final Exam