

DEPARTMENT OF AEROSPACE STUDIES

ANGELO STATE UNIVERSITY

Spring 2022 SYLLABUS

Course Title, AS 3314.020, 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

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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:

Preparation & Class Participation = 60 points

Staff Summary Sheet = 10 points

Peer Feedback Worksheet = 5 points

Peer Feedback Handout = 5 points

Quizzes x3 = 10 points

Mid-Term - Advocacy Brief = 15 points

Mid-Term – Positions Paper = 15 points

Theory and Innovation Brief = 20 points

Theory and Innovation Paper = 20 points

Final Exam = 40 points

Total Points Possible = 200

COURSE REQUIREMENTS

Preparation & Class Participation: 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.

Staff Summary Sheet: This activity introduces students to the Staff Summary Sheet (SSS) format and provides additional military writing practice. Students will research and briefly discuss at least three career fields in the AFOCD and identify their top career field choice. Actual signatures are not required; however, students should be familiar with the purpose of coordination and approval as outlined in the *Tongue and Quill*. The summary block should include all elements identified on the template in the *Tongue and Quill*.

Students will organize this portion as follows:

PURPOSE: State the purpose of the assignment

BACKGROUND: Identify the top career field choice with a brief overview of the career field

DISCUSSION: Discuss why this is the top career field choice

VIEWS OF OTHERS: Identify at least two other desirable career fields

RECOMMENDATION: Identify why they feel they are a good match for top career field

Students should also include their signature block as formatted in the template. A sample completed SSS is located in *The Tongue and Quill* for instructor reference if needed. Instructors should determine the most effective method to provide feedback on formatting and content.

Peer Feedback Worksheet: Prior to Peer Feedback Exercise students shall complete the peer feedback worksheet for each member of the class

Peer Feedback Handout: Prior to Peer Feedback Exercise students shall complete the peer feedback handout for each member of the class

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

Advocacy Brief: Students shall apply briefing skills required to advocate for a position and deliver a convincing argument.

Advocacy Position Paper: Students will apply DAF writing skills to complete a 1-2 page position paper to deliver a convincing argument

Innovation Brief: Students will deliver a 3-5-minute prepared describing the impact of a theorist, theory, or concept from the Theory and Innovation lesson and their personal assessment of future challenges. The briefing should mirror the contents found in the paper. Students will research a relevant topic from the Theory and Innovation lesson, to further explore the impact on air and space power and consider emerging challenges or threats and ways the Department of the Air Force should meet those challenges.

This activity requires students to support a particular position on an issue.

Specific topics for consideration include:

- What theory, theorist or innovation stood out to you? Why?
- What additional information did you find regarding this topic? Historical, contextual, etc.
- What is a significant threat or challenge the Air and Space Forces will face in the future?

Innovation Paper: Student shall complete a 2-3-page background paper.

This paper will allow students to research a relevant topic from the Theory and Innovation lesson and further explore the impact on air and space power. Additionally, this activity provides an opportunity to practice military writing skills. This activity requires students to consider the emerging challenges or threats to the Department of the Air Force, and what must be done to meet those challenges. Ultimately, students should understand how the Air and Space Forces has been shaped by the events and demands of the past, as well as the importance of establishing policies, doctrine, and capabilities to meet future needs. Students must understand the Department of the Air Force as well as the United States will not remain dominant if they are solely reactionary.

This activity requires students to advocate for a position on an issue.

Specific topics for consideration may include:

- What theory, theorist or innovation stood out to you? Why?
- What additional information did you find regarding this topic? Historical, contextual, etc.
- What is a significant threat or challenge the Air and Space Forces will face in the future?
- How well is the Department of the Air Force positioned to meet this challenge/threat? What can or should we do differently?

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%: Fail (120-140 points) - D is Failing Grade For POC Cadets

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. All classes and schedules are subject to change. Follow BlackBoard and in class instructions.

Date	Lesson	Assignment Due
20 Jan	AS300 Course Overview	
24 Jan	Leadership Theory	
27 Jan	Leadership Theory Advocacy Briefing Requirements	
31 Jan	Mentoring	
3 Feb	Leadership Series: Inspiring Action	Staff Summary Sheet (Start of Class)
7 Feb	Feedback	
10 Feb	Feedback Peer Feedback	Peer Feedback Worksheet & Peer Feedback Handout (Start of Class)
14 Feb	Professionalism is a Decision	
17 Feb	---No Class---	Peer Feedback Reflection Paper (End of Day)
21 Feb	Ethical Decision-Making: Bullying	
24 Feb	Leadership Series: Ownership	
28 Feb	Self-Awareness	
3 Mar	Leadership Series: Comprehensive Airman Fitness	
7 Mar	Leadership Series: Comprehensive Airman Fitness Wingman Intervention	
10 Mar	Wingman Intervention	
21 Mar	Creating a Vision	
24 Mar	Creating a Vision	
28 Mar	Advocacy Briefings	Advocacy Brief & Position Paper (Start of Class)
31 Mar	Leadership Series: Communication	
4 Apr	Leadership Series: Communication Organizational Climate 1	
7 Apr	Public Affairs and the Media	
11 Apr	Public Affairs and the Media Organizational Climate 2	
14 Apr	Establishing Expectations	
18 Apr	Establishing Expectations	
21 Apr	Theory and Innovation	
25 Apr	Theory and Innovation Air Force Heritage Series	
28 Apr	--Reserved for Research--	

2 May	Theory and Innovation Briefings	Theory and Innovation Background Paper (Start of Class)
5 May	FINAL EXAM	
9 May- 12 May	Reserved for make-up sessions	