
AS 2112: TEAM & LEADERSHIP FUNDAMENTALS

Ronnie D. Hawkins, Jr.
ronnie.hawkins@angelo.edu
Office: 325-942-2073
Cell: 571-235-9113
Office Hours: 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. This semester will be unlike any you have ever faced before, and I ask each of you to remain flexible for the inevitable changes that will occur over the course of the semester. Open communication and comprehension of information will be vital to ensure to we stay on-track to complete all course requirements within the time allotted. To that end, I want to stress that in order to complete this course with maximum points, you **MUST** have access to wi-fi and have your internet working. Not having access to either wi-fi or a good internet connection is simply unacceptable, and repeat offenders will be counseled. That being said, I understand that even though everything might be good to go communication-wise on your end, there is no guarantee that things are fine on my end. Issues arise, and in order to combat this, I have hung all PPT’s, CR’s, and other documents needed on BlackBoard. So, if comms drop out, you still have access to the course material, and we can discuss any questions you have either via email or during class the next session. In accordance with university policy, all classroom sessions will be synchronously recorded and made available for remote viewing, if required. That said, our classroom occupancy is limited to 10 students maximum.

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. If your attendance falls below 80%, attendance becomes the main determinant in your final grade vs. you receiving a failing grade for the class.
2. You must advise your 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 senior 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. Only cadets that are physically in the classroom will be selected to take charge for that class period.
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. I may revoke this privilege at any time if you abuse it.
5. Cadets will wear the uniform of the day during class periods. Until the NCO's issue you OCP's, the uniform of the day is the Det polo/T-shirt and jeans/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 during class periods.** For those students who are attending class via online, a mask is not required. As a member of the Texas Tech University System, Angelo State University has adopted the mandatory [*Facial Covering Policy*](#) to ensure a safe and healthy classroom experience. 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. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your

daily screening badge as a prerequisite to enter the classroom. 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. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

8. As per directives from ASU, a seating chart is mandatory and will allow me to facilitate contact tracing should a student test positive for COVID-19. The class leader will assign seats, and you will occupy the same seat for the entire semester.
9. 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.

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 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 133 points) or better to pass the course (D for academic-only students).
3. **I do not use Blackboard to update grades.** If required, please make an appointment to see me 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 **no later than March 11, 2022.** You must provide an updated **and signed** Form 48 at this meeting. Make sure to have all updates completed 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. **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:

GRADING SCALE	
A.....	≥169 points
B.....	151-168 points
C.....	133-150 points
D.....	115-132 points
F	≤114 points
COURSE REQUIREMENTS	

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

Lesson Grades x 10 (Lesson 11 thru Final Review) 100 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. 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.***

Midterm Exam 50 points

The midterm exam may cover any and all samples of behavior throughout **the first half of the semester.**

Final Exam..... 50 points

The final may cover any and all samples of behavior throughout **the entire semester.**

Total	200 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: Hawkins Memorandum CAO 20200817.* **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
20 Jan/ Week 1		1. Lesson 10, Introduction to AS200
27 Jan/ Week 2		1. Lesson 11, Team Building
3 Feb/ Week 3	Team Building CBT	1. Lesson 12, Human Relations
17 Feb/ Week 4		1. Lesson 13, Conflict Management: Refresher / Exercise
24 Feb/ Week 5	Conflict Management CBT	1. Lesson 13, Conflict Management: Scenario
4 Mar/ Week 6		1. Lesson 14, Stress Management and Resiliency
11 Mar/ Week 7	Midterm Counseling	1. Lesson 15, Your Financial Future
18 Mar/ Week 8		1. MIDTERM EXAM
25 Mar/ Week 9		1. Lesson 16, Leadership Capstone: Pt I
1 Apr/ Week 10		1. Lesson 16, Leadership Capstone: Pt II
8 Apr/ Week 11		1. Lesson 16, Leadership Capstone: Pt III
15 Apr/ Week 12		1. Final Exam Review
22 Apr/ Week 13		1. FINAL EXAM
29 Apr/ Week 14		<i>Week reserved in the event a lesson, review, or assignment warrants further discussion. If that occurs, all aforementioned items above will shift to the right one week.</i>