



AFS 321 SYLLABUS

Unique Numbers 45000/45005

Leadership Studies I

Fall 2013



AFROTC Detachment 825
The University of Texas at Austin

Captain Lee E. Anderson, Assistant Professor
Office Phone: (512) 232-2372
Office Location: CLA 5.726

MEMORANDUM FOR AS300 WARRIORS!

FROM: Capt Anderson

SUBJECT: Welcome

1. Congratulations on completing Field Training and becoming part of the Professional Officer Corps! Up to this point in the AFROTC program, you have come to understand the countless benefits of being an officer in today's Air Force. You've learned about the sacrifices many of our heroes have undergone to secure the freedoms we still enjoy to this day. Those exceptional men and women left behind legacies for us, not only to value and uphold, but to study, learn from, and internalize as we strive to become the best Air Force officers we can be.

2. Now, in AS300, it's time to build upon those lessons you've learned in AS100 and AS200 as you begin to practice the art of leadership. During this semester, we will research various leadership and management methodologies and extrapolate these concepts through guided discussions, case studies, and hands on experience in your Leadership Lab. We will focus on understanding individual and organizational behavior as we examine the dynamics that occur behind the scenes as you work to build high performance teams that will fight and win America's future air, space, and cyberspace battles.

3. In addition to examining these key leadership principles, we will explore how to lead change, be an accountable officer that makes critical, mission-impacting decisions and solves complex, often life-threatening problems. Toward the end of the semester, you'll have the opportunity to deliver an informative briefing and share its importance in accomplishing the Air Force mission with your classmates so they, too, can add these valuable insights to their leadership "toolboxes."

4. AS300 is a class that helps upcoming leaders comprehend the importance of having a clear understanding of his/her resources and the need for situational awareness while employing those resources to accomplish the mission. This is where you will start to expand of your sight picture, thus allowing you to view your role as a future Air Force officer from a more strategic view point.

5. Come to class well prepared and ready to learn about leading America's Airmen as we work hard to stay ahead of our adversaries in the most complex, diverse, and technologically advanced global battlefield ever known to mankind. If you do, you can expect a very rewarding and fun semester that will serve as a launch pad for your career as an Air Force officer.

I'm fired up and sincerely look forward to working with you!

// signed //

LEE E. ANDERSON, Capt, USAF
Assistant Professor, Air Force Science

AFROTC Detachment 825

Course Objective: The objective of this course is for each student to understand his/her role as a future Air Force officer in building high performance teams. We will explore the importance of being a highly effective leader and a dynamic follower at the same time. To build teams that reach the highest levels of performance, a leader must understand what motivates individuals and how conflicting motives, values, and personality types can slow productivity in the short term, but are often the keys to success in the long run. Understanding these dynamics and how to effectively communicate as you manage change amongst such a diverse team of professionals will be our central focus.

Attendance Policy and Rules of Engagement

I expect you to make the effort to attend 100% of this class and its associated Leadership Lab (LLAB). Learning is maximized when you are in class with your peers.

NOTE: Our weekly classes will be comprised of two sessions one on Tuesday and the other on Thursday (0800-0930 or 0930-1100) depending on whether you are enrolled in Course 45000 or 45005.

When you must miss class for valid, unavoidable reasons, notify me as soon as possible but no later than before the class start time. In case of unexpected circumstances (i.e., emergencies), you should notify me no later than 24 hours after class session. Alternate requirements or makeup activities will be arranged for the valid, unavoidable criteria listed below:

1. Participation in an approved field trip or other official University activity (e.g., athletics, debate, music, theater arts, AFROTC physical). Note: Fraternity and/or sorority functions are not official University activities; or
2. Sickness or medical confinement; or
3. An emergency (e.g., death in the family, automobile accident).

Other absences will be considered “unexcused” and count against your attendance record. An attendance rate below 80% for class, to include LLAB, will result in course failure.

Administrative Requirement: Regardless of circumstance, if you miss class, email me within 24 hours about the absence.



Key Dates:

28 Aug--Classes begin
2 Sep--Labor Day Holiday
5 Nov--Last day to drop a class w/out academic penalty
28-30 Nov--Thanksgiving– no classes
6 Dec--Last day of class
9-14, 16-20 Dec--Final examinations
20 Dec--Commissioning
21 Dec--Official graduation date

Course Location and Hours: (45000) Tues/Thurs 0800-930, CLA 5.404
(45005) Tues/Thurs 0930-1100, CLA 5.404

Office Location and Hours: CLA 5.726 - Office Hours (0800-1600)
Office: 232-2372
E-mail: lee.anderson@austin.utexas.edu

Student Responsibilities and Guidelines

Classroom Conduct:

1. When a ranking officer/instructor enters the classroom, students will stand and come to attention until told to be seated by the officer. When the officer prepares to leave the classroom, the students must again come

to attention until dismissed or until the officer leaves the classroom. Class members will select a class monitor and alternate who will make these announcements for all class sessions.

2. You are not required to stand or raise your hand when contributing to class discussions, but you must be respectful of others at all times. You will properly address the instructor as sir/ma'am or by rank (e.g., Captain, Major, or Colonel) and address NCOs as sergeant.
3. No eating, smoking, or use of other tobacco products while in class.
4. During class, cell phones will be turned off or placed in the silent mode.
5. No use of laptops during class.

Saluting/Reporting: When in uniform, render a hand salute and verbal greeting to ***all*** military officers outside and when reporting in (whether or not in uniform). Salute all ranking cadet officers, of all military services, when in uniform. Unless told to enter at ease, you must use proper reporting procedures when entering the office of a commissioned officer.

Uniform Wear: Wear your uniform properly and proudly! You must maintain grooming and weight standards to wear the uniform. *Note: AFI 36-2903 requires that dress and appearance standards are followed on- and off-duty.*

Civilian Clothes/Uniform: In accordance with AFROTCI 36-2008 cadets will wear their uniform for at least one **full day** per school week, during their attendance at LLAB, and for Practical Military Training (PMT). GMC cadets will wear appropriate civilian attire to their AS class. POC will wear UOD to their AS class. Appropriate civilian clothes may be worn at other times while in the CLA building. NO HATS will be worn in the building at any time.

Hazing: Hazing is neither honorable nor respectful behavior. Hazing is inconsistent with military order. Do not use your cadet position or rank to take advantage of, or inflict cruelty on subordinates, to include indignity, oppression, or deprivation of any right or privilege to which they are legally entitled. Be honorable, be respectful.

Drugs & Alcohol: No drugs, period. No drinking alcohol unless you are of legal age. Be responsible—do not abuse alcohol and never drive while or after drinking.

Cadet Standards: Cadets must be aware of membership requirements (refer to AFROTCI 36-2011). Here is a recap of your requirements (these are not all-inclusive):

1. Report ***all negative*** civil, military, or school involvements to the detachment within 72 hours. If the incident occurs during a school break lasting longer than 72 hours, cadets may wait to report the involvement NLT 72 hours after their return to classes following the break.
2. Maintain a **full academic load of 12.0 credit hours** and **term and cumulative GPA of 2.50** or greater. You must also pass all AS courses with a C or better and no Fs or incomplete grades in any of your classes. Correspondence courses must have prior approval to be considered in your full-time status.
3. Remain in good standing at your institution.
4. Discuss plans to drop classes or change majors with us in advance.
5. Meet physical fitness and weight standards.
6. Meet medical standards and advise us of any changes in your status.
7. Maintain Air Force standards of appearance, leadership, self-discipline, and behavior.

Administration

Textbook: All books are digital, please download as soon as possible.

AS300 Textbooks: Leadership Studies, Student Study Guide (SSG)
 The Armed Forces Officer
 AFH 33-337, Tongue and Quill

Timeliness: Be on time—mentally as well as physically.

Instruction: Academic classes are conducted as a combination of lecture and guided discussion. Be prepared for class by reading assignments in advance. Be able to share *your* knowledge and personal views in class. Classes may be supplemented with films or videos.

Counseling Interviews: In accordance with AFROTCI 36-2011, each student will meet with me for an academic plan review and counseling interview. We will have at least one per term, with the first one occurring within the first few weeks of each semester. Plan on 30 – 45 minutes for your appointment, be in uniform, and be on time.

Office Hours: If you need my assistance or wish to discuss the course, the Air Force, or anything else, don't hesitate to schedule an appointment with me or reach me on my cellular phone at any time.

Policy on Cheating: One of the Air Force core values is *Integrity First*. Do not cheat or tolerate anyone who does.

Course Requirements and Grading Policy

Class Participation: Your participation in class is integral to effective learning. Participation is worth 10 points or 10% of your grade. You should strive for qualitative participation which adds to the learning of everyone in the class. With each absence, you will lose one point from your class participation grade.

Examinations: You will have two exams – a midterm and a final – each worth 25% of your grade. The material for the exam will be taken from class lectures/discussions, readings, and video/film presentations. The mid-term exam will cover lessons 1-14; the final exam will test your knowledge of lessons 15-24.

EXAM #1 will be on **17 Oct** and will cover material from the first half of the course.

EXAM #2 will be on **26 Nov** and will cover material from the second half of the course.

Writing Assignment: There are three writing assignments; a Trip Report identifying your experience at Field Training, a Talking Paper on Team Building, and an AF Form 1206, Nomination for Award. **The writing assignments are each worth 10 points or 10% of your grade, for a cumulative total of 30 points or 30% of your grade.**

1. The **Trip Report on Field Training** should be no longer than one page and discuss the following information at a minimum: 1) how well prepared you were for Field Training, 2) what you learned while you were there, and 3) what recommendations you have to improve Det 825's program so that we may better prepare future Longhorn Airmen. ***Follow the Tongue and Quill format pages 197-198.***

2. The **Talking Paper on Team Building** should be no longer than three pages. As a minimum, you should cover 1) the biggest challenges you think leaders face when building teams, 2) ways they can overcome those challenges, and 3) the value of high performance teams in completing the Air Force mission. ***Follow the Tongue and Quill format pages 209-210.***

3. The **Air Force Form 1206, Nomination for Award** will consist of twelve bullet statements (not including the headings). The three heading areas will consist of **1) LEADERSHIP AND JOB PERFORMANCE IN PRIMARY DUTY, 2) SIGNIFICANT SELF-IMPROVEMENT, and 3) DETACHMENT/CAMPUS/COMMUNITY INVOLVEMENT**. Write four bullet statements under each area. The idea is to express how well-rounded the nominee is and how well he/she strives for excellence in all facets of his/her career and life. Please use your own accomplishments from the entire time you have been a cadet at Det 825 to write these bullet statements. While this may make you a little uncomfortable at first, you need to overcome this and be able to express how well you are performing. This will help you develop and refine your bullet statement writing skills. This very well may be one of the most important areas of writing that you will need to master to help get your people the recognition they deserve once you become an active duty Air Force officer. Make the bullet

statements strong. They should each pack a punch and leave the reader knowing exactly what was accomplished, how much was accomplished, and how heavy of an impact each accomplishment had on the Air Force mission. **Follow the Tongue and Quill pages 213 and 226-235. You will use Accomplishment-Impact Bullets.**

All assignments are due at the beginning of class. Late assignments will result in a letter grade reduction for each class and day late. Turning your writing assignments in early is encouraged; however, you will not receive feedback until after the original due date. Writing assignments that do not meet the page requirement will automatically earn a failing grade.

The Trip Report is due on **3 Oct**, Talking Paper is due **31 Oct**, and AF Form 1206 is due **12 Nov**. **I highly encourage you to mark these dates on your calendar.**

Briefing Assignments: You must give an **informative briefing** this semester. The briefing represents **10 points or 10% of your grade**. The topic you will brief on will be **any topic of your choice that relates to the Air Force mission, leadership, or team building**.

I will grade it based on the criteria on the AFOATS Form 6 (to be discussed in class). You must also meet time constraint of 5-7 minutes. Power point slides are required. You **MUST NOT** use information from any previous presentation given by any student in any Air Force Science class. **Briefings will be delivered on 3 & 5 Dec.**

The briefings will be presented in alphabetical order.

Grading Computation: Your grade is computed using the following formula. Note that the total score possible is **100** points and will be converted into the corresponding letter grade/4-point GPA scale used by UT-Austin.

Area	Points	Number Grade	Letter Grade/ GPA Points
Class Participation	10	90 to 100	A/4.0
Exam 1 (Midterm)	25	80 to < 90	B/3.0
Exam 2 (Final)	25	70 to < 80	C/2.0
Writing Assignments x 3	30	65 to < 70	D/1.0
Leader Briefing	10	Below 65	F/0.0
Total	100		

Course critique requirement: Your feedback on the course and course instructor is critically important for two reasons. First, the feedback helps ensure the course is meeting its objective. Second, your input helps improve the course and instructor for future students. All cadets must complete items 1 through 3 below.

1. Every semester, complete the university critique, usually administered during the last class meeting;
2. Every semester, complete the AFROTC sexual assault assessment found on line (URL to be provided by instructor), usually completed NLT two weeks prior to course end date;
3. At the end of each spring semester, complete AFROTC end-of-term survey on line (URL to be provided by instructor), usually completed NLT two weeks prior to course end date.

AFS 321 COURSE OUTLINE – FALL 2012

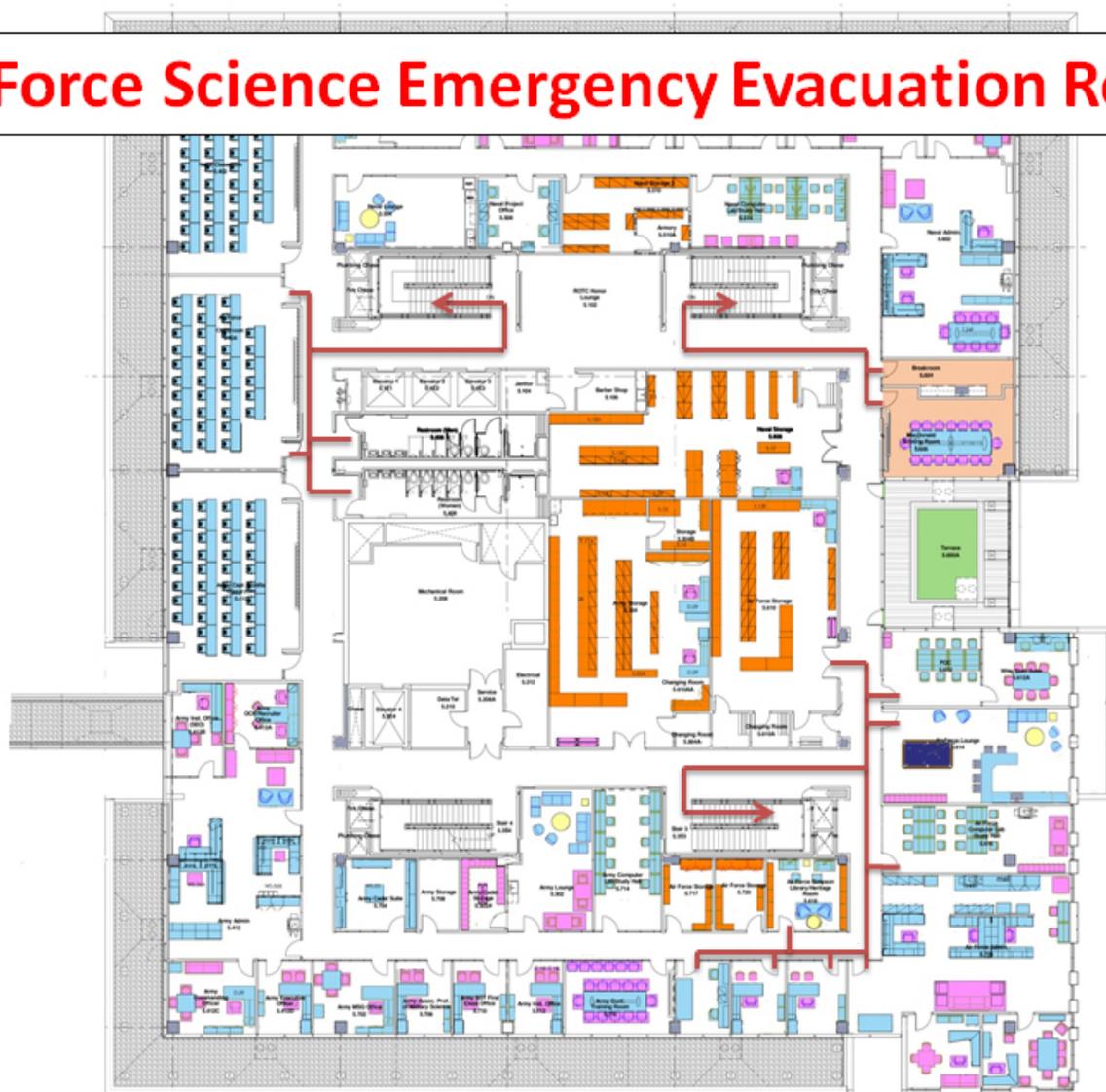
<i>Date</i>	<i>Lsn#</i>	<i>Subject</i>	<i>Assignments</i>
29 Aug	1	Introduction to Leadership Theory	Assignment will be given in class
3 Sep	2	Core Values- The Price of Admission	Read <i>The Armed Forces Officer</i> , Ch 6
5 Sep	3	AF Leadership	Bring Assignment, Given on Day 1
10 Sep	4	Profession of Arms	Complete and Bring DISC Handout
12 Sep	5	AFSO21/Self-Assessment	
17 Sep	6	Sexual Assault Prevention & Response I/II	
19 Sep	7	Stress Management and Resiliency	Complete T&Q Exercise; bring T&Q
24 Sep	8	Intro to Critical Thinking	Complete Writing Exercise in SSG
26 Sep	9	Basics of Briefing	Read Ch 8 in T&Q, pg 91-103; bring drafts of MFR and two Talking Papers
1 Oct	10	AF Effective Writing	Read <i>The Armed Forces Officer</i>
3 Oct	11	Writing Strategies	Writing Assignment #1, Trip Report Due
8 Oct	12	Team Building	
10 Oct	13	Problem Solving	
15 Oct	14	Motivation	
17 Oct		Mid-term Exam	
22 Oct	15	Followership	
24 Oct	16	Full Range Leadership	
29 Oct	17	Change Management	
31 Oct	18	Management Functions and Principles	Writing Assignment #2, Talking Paper Due
5 Nov	19	Editing Your Draft/Situational Leadership	
7 Nov	20	Conflict Management	
12 Nov	21	Power and Influence	Writing Assignment #3, AF Form 1206 Due
14 Nov	22	Professional/Unprofessional Relationships	
19 Nov	23	Professional/Unprofessional Relationships Case Studies	
21 Nov	24	Review	
26 Nov		Final Exam	Practice Your Briefing
3 Dec	25	Briefings (Communication Skills Application)	First Half of Briefings
5 Dec	26	Briefings (Communication Skills Application)	Last Half of Briefings

Classroom Evacuation Instruction:

1. Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
2. Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
3. Students requiring assistance in evacuation shall inform their instructor in writing during the first week of class.
4. In the event of an evacuation, follow the instruction of faculty or class instructors.
5. Do not re-enter a building unless given instructions by the following: The University of Texas at Austin Police Department, or Fire Prevention Services office.

Other important Emergency Information: <http://www.utexas.edu/safety/preparedness/>

Air Force Science Emergency Evacuation Routes



This syllabus is subject to change.