



AFS 100/120L SYLLABUS

Unique Numbers 44960/44965  
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# Leadership Laboratory

## Fall 2013



AFROTC Detachment 825  
The University of Texas at Austin

Captain William H. Davis, Assistant Professor

Office Phone: (512) 232-2370  
Office: CLA 5.724 Hours by Appointment

MEMORANDUM FOR: ALL STUDENTS IN AFROTC FROM:

Operations Flight Commander (OFC)

SUBJECT: Welcome Letter

Welcome to AFROTC Detachment 825, home of the Longhorn Airmen! This syllabus will explain the **requirements** that you must fulfill in order to pass Leadership Laboratory (LLAB). LLAB is an integral and mandatory portion of the Aerospace Studies curriculum, providing a progression of experiences designed to develop each student's leadership potential. LLAB, which includes Physical Training (PT), gives you practical, hands-on command and staff leadership experiences within the framework of the 825<sup>th</sup> Cadet Wing.

The first two years of LLAB are considered the General Military Course (GMC) and involves activities described as Initial Leadership Experiences: learning Air Force customs and courtesies, drill and ceremonies, military commands, and teamwork. Cadets will also study the environment of an Air Force base and learn about career opportunities available to a commissioned officer.

The last two years in the program are called the Professional Officer Course (POC) and consist of Advanced Leadership and Management Experiences, including the planning, staffing, organizing, coordinating, leading, and controlling functions within the Cadet Corps. POC cadets prepare and present briefings, write communications, and conduct interviews. POC cadets also provide the guidance and information necessary to maintain a high level of motivation, performance, and *esprit de corps* within the Cadet Wing.

### **GENERAL MILITARY COURSE (GMC)**

The freshman cadet (AS 100) attends two hours of LLAB and one hour of academic class per week each semester. The class "Foundations of the Air Force" covers history and heritage, organization and mission, careers and benefits of the Air Force.

The sophomore cadet (AS 200) curriculum likewise consists of two hours of LLAB and one hour of class per week each semester. The class "Evolution of USAF Air Power History" traces the history of air power from when hot air balloons were used for reconnaissance through present day space exploration.

### **PROFESSIONAL OFFICER COURSE (POC)**

The junior cadet (AS 300) class, "Leadership Studies", examines leadership and management principles and techniques. In addition, attention is devoted to the progressive development of the communicative skills needed by junior officers.

Senior cadets (AS 400) study "National Security Affairs," an examination of military professionalism and existing patterns of civil-military relations; an analysis of international and domestic environments affecting US defense policy; and an extensive study of variables involved in the formulation and implementation of national security policy and military law.

For LLAB purposes, cadets are classified into one of the following five groups:

**IMT** = Initial Military Training = AS cadets not competing for Field Training (FT)

**FTP** = Field Training Prep = Cadets who will be competing for a summer 2012 FT slot

**ICL** = Intermediate Cadet Leader = Cadets who completed FT and will commission during FY 14 or later

**SCL** = Senior Cadet Leader = Cadets who completed FT and one year of ICL

**ECL** = Extended Cadet Leader = Cadets who have completed entire AS curriculum, waiting to graduate

The mission of the Air Force Reserve Officer Training Corps (AFROTC) detachments located at colleges and universities throughout the United States is "to develop quality leaders for the Air Force."

Good luck as you prepare to take this important step in your Air Force career, a career of service to our great nation!

// signed //

WILLIAM H. DAVIS, Capt, USAF  
Assistant Professor, Air Force Science

 **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:** CLA 0.130, T/TH 1100-1200

**Office Location and Contact Info:** CLA, 5.724 Office:  
232-2370  
E-mail: [wh.davis@utexas.edu](mailto:wh.davis@utexas.edu)

**Course Requirements**

**Attendance Policy and Rules of Engagement:**

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

When you must miss class for a valid unavoidable circumstance notify me as soon as possible, but no later than before 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 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
2. Sickness or medical confinement
3. An emergency (e.g., death in the family, automobile accident)

**Administrative Requirement:**

Regardless of circumstance, if you miss LLAB or do not attend two PT sessions in a week, **email** your cadet chain of command and the COC within 24 hours about the absence (with ABSENT as your subject line). If your school is not in session, you are not required to come to any Practical Military Training (PMT); however, you may choose to come voluntarily.

**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, 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.
5. No use of laptops during class.

## Grading Criteria:

LLAB is graded on a pass/fail basis and is a mandatory class for all AFROTC cadets. A merit/demerit system will not be used. You must pass LLAB to remain in AFROTC and to be eligible for an Air Force Officer Commission. The grading criterion for LLAB consists of two parts: First, the completion of 100% of LLAB Objectives. Second, achieve an 80% attendance rate at LLAB and PT.

Note: Your LLAB grade does not affect your Aerospace Science (AS) course grade.

1. **LLAB ATTENDANCE:** The cadre expects you to attend LLAB 100% of the time. You **MUST** attend at least 80% of all scheduled LLAB sessions; if you are under 80% you will fail LLAB. Attendance rosters will be maintained for LLAB and PT sessions.
2. If you miss a regularly scheduled LLAB you **MUST** attend an Alternate (ALT) LLAB to make up the objective/s. You must complete 100% of the LLAB Objectives.
3. There will be mandatory LLAB events scheduled throughout the semester at different times other than Tuesday and Thursday from 1100-1200. The following list is mandatory items occurring at additional times you must attend in order to pass LLAB:
  - a. Career Day
  - b. Dining-In/Out
  - c. Parade/Open House
  - d. Paintball or Rockwall Climbing
  - e. Base Visit
4. There will be voluntary events that contribute to your leadership development, team building and esprit de corps. While valuable, these events are voluntary (non-PMT) and will be clearly delineated as such. Do not confuse mandatory and voluntary. The cadre will monitor and evaluate participation in voluntary activities. These extracurricular activities are not credited as LLAB time.
5. You are to be actively engaged in your leadership development and not show indifference to military training. The following behaviors will result in a failing grade for LLAB:
  - a. Lack of commitment to the Honor Code.
  - b. Poor performance, poor attitude, or lack of military bearing or appearance.
  - c. Persistently missing suspense.

## Physical Fitness (PT):

To remain in AFROTC, you must maintain all physical fitness standards including pass the Physical Fitness Assessment (PFA) and maintain weight standards.

PT SESSIONS: Tuesday, Wednesday and Thursday from 0600-0700.

1. **PT ATTENDANCE:** All cadets are required to attend **two** scheduled PT sessions **per week**. Additionally you **MUST** attend at least 80% of all scheduled PT sessions overall. If you are below 80% attendance you will fail PT and LLAB.
2. There will be **NO** additional PT sessions at the end of the semester.
3. Cadets must complete an official PFA each semester. The PFA consists of four parts: abdominal circumference measurement, push-ups, sit-ups, and a 1.5-mile run. Procedures will be demonstrated before you take the PFA. All contract cadets must pass the official PFA. All non-contract cadets must make satisfactory progress towards meeting PFA standards. The following constitutes failing to make satisfactory progress:
  - a. Failure to attempt an official PFA
  - b. Three consecutive official PFA failures; or
  - c. Any official PFA failure after having passed a PFA
4. All cadets will be issued a PT uniform. Ensure you adhere to all regulations outlined in AFI 36-2903 regarding the proper wear.
5. Cadre will be present at all scheduled PT sessions to include the PFA.

## AFROTC Cadet Responsibilities and Guidelines

### Academic Retention Standards:

ALL cadets must maintain a **full time status of 12.0 credit hours** (exceptions for final semester).

ALL cadets must pass LLAB.

ALL cadets must receive a “C” or better in all Aerospace Studies courses with no Fs or incomplete grades in **any** other class.

ALL cadets must remain in good standing at their institution.

ALL cadets should discuss with their AS instructor *in advance* any plans to drop classes (if you will drop below full-time status) or change majors.

Scholarship cadets must maintain a **term and cumulative GPA of 2.50** or greater.

Freshmen scholarship designees/cadets must attain a **2.50 cumulative GPA** at the end of their freshman year.

Contract cadets must maintain **full-time status** and a **2.50 term and cumulative GPA** to remain in good standing. They cannot receive a final grade of an “F” or its equivalent (i.e. 2 “Ds” or an “I”) in any semester (including summer).

FTP cadets must have a minimum **2.50 cumulative GPA** to compete for an enrollment allocation.

Failure to meet the academic retention standards will result in placement on conditional status as a minimum. Suspension or termination of your AFROTC scholarship or disenrollment action may occur.

### Reporting Medical and/or Civil Involvements:

Because of stringent physical qualifications necessary to enter the Air Force and certain career fields, cadets are required to report any medical changes to the cadre no matter how minor. The following are examples of a medical change: surgery, breaking or fracturing bones, allergies, severe sprains or muscle pulls which result in inability to run or perform the PFA, and pregnancy.

The Air Force is not liable for medical care when cadets participate in non-AFROTC/non-PMT sponsored events such as most THUDS events. Any activities you may sustain could result in loss of AFROTC status and benefits.

You must report *all negative* civil, military, or school involvements to the detachment NCOs 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.

### 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.

### Uniform Wear:

Wear your uniform proudly and properly. You must maintain grooming and weight standards to wear the uniform. On LLAB days, you are expected to wear the uniform of the day (as specified in the day’s Operations Orders) from **0800 to 1630**. The only exception is if you have a laboratory class where you could damage your uniform (i.e. chemistry, concrete design, etc.) you can wear appropriate civilian clothes during the class period. You must change back into your uniform after the class. The Detachment located on the fifth floor of CLA is considered your duty location; you are expected to comply with grooming standards in and out of uniform while in the building.

You must maintain Air Force standards of appearance, leadership, self-discipline, and behavior at all times.

You cannot wear any uniform items provided to you by the Air Force while conducting fundraising activities.

All cadets are required to adhere to all regulations outlined in AFROTCI 36-2008 regarding proper uniform wear.

### Fraternization Policy:

Fraternization will not be tolerated. You are all college students and have the right to date other college students. The definition of fraternization is as follows:

1. Any conduct that compromises the chain-of-command. Cadets are specifically forbidden from using their rank or position to take or be perceived as taking, undue advantage of subordinates. You should refrain from dating other cadets within your chain of command.
2. Any appearance of partiality exhibited by one cadet to another which might be construed by others as resulting from a social relationship.
3. Any conduct that disrupts the good order, discipline, or morale of the corps.
4. Cadets may date other cadets, regardless of rank, so long as a professional attitude is maintained at the detachment and all corps-related activities, formal or informal.
5. The cadre will deal directly with any behavior that suggests fraternization.

### **Harassment Policy:**

Harassment will not be tolerated. The United States Air Force does not and will not tolerate any mistreatment or indignity due to race, sex, or religious belief. Any member of the United States Air Force, active duty or cadet, who is found violating the Equal Opportunity policies of the United States Air Force *will be punished to the maximum extent allowed by regulation*. Members of Detachment 825 are specifically forbidden from using their grade or position to take undue advantage of, or inflict cruelty on subordinates. This includes but is not limited to hazing, indignity, oppression, sexual harassment, or deprivation of any right or privilege to which any individual is legally entitled. Any cadet who violates this policy on harassment will be subject to disciplinary actions.

### **Hazing Policy:**

Hazing will not be tolerated. Hazing is neither honorable nor respectful behavior. Hazing is inconsistent with military order. Cadets are specifically forbidden from using their rank or position to take, or be perceived as taking, undue advantage of subordinates. Cadets are prohibited from maltreating each other, including discrimination, sexual or other types of harassment, hazing, disrespectful treatment or language, oppression, abusive initiations or rites of passage, physical discipline, or deprivation of any right or privilege to which they are legally entitled as cadets or students, as outlined in AFROTCI 36-2010 (15 July 2010) paragraph 4.20.1.

### **Counseling:**

In accordance with AFROTCI 36-2011 (15 July 2011), each student will complete term counseling for LLAB. A Form 16 will be provided during the second week of LLAB.

### **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, 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.
5. No use of laptops during class.

### **Reporting In Procedures (per the 2013 FTM)**

ALL GMCs will report in before talking to ANY cadre. Cadets are to check with Ms. Bradford-Reid before going to see the Det CC. Reporting procedures are as follows:

1. Center on the door or cubicle entrance
2. **Knock once** (loud enough to be heard in an average size room). Do not knock on the door or cubicle wall if a conversation is taking place in the office.

3. When given the order, “*enter*”, close the door (if you opened it), march using the most direct route to the staff member, perform the appropriate facing movement, **center yourself two paces** away from the individual
4. Salute if reporting to an officer and state
5. “*Sir/Ma’am, Cadet (last name) reports as ordered.*”
6. The reporting cadet will hold the salute until the officer drops their salute and remain at the position of attention until told otherwise
7. At the end of a conversation, cadets will stand and assume the position of attention (if at a different position) and ask
8. “*Will that be all sir/ma’am?*”
9. (If you are told first by the officer, “*That will be all*” do not then repeat the question!)
10. Take **one step backwards**
11. Salute and render the proper greeting of the day
12. Perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle.
13. At no point do you raise your hand to ask a question when you are one on one with an officer in an office.

### **Command Responsibilities:**

During LLAB the POC cadets are responsible for accountability and accomplishment of cadet wing operations. Also, POC cadets are responsible for maintaining discipline and providing leadership at all times.

### **Suspenses:**

Periodically, cadets will be given suspenses (due dates) by a cadre member for administrative paperwork. For example, cadets are required to complete an AFROTC Form 48 outlining their complete academic plan. It is critical that all paperwork is turned-in no later than the suspense date given. The Cadre will not repeatedly ask you to complete a task.

## **DET 825 Communication Process**

### **General:**

One of the most important functions of any organization is the dissemination of information. Many avenues are available to expedite this process in ROTC you must understand the means we use to “get the word out.” You are responsible for staying informed!

### **Email, Mailboxes, and the Bulletin board:**

All cadets are required to set-up an email account. Email is the primary means of communication here at Det 825. Cadets are also expected to check their email account DAILY and respond promptly to Cadre correspondence.

Each semester a cadet email and phone roster is published. *Make sure your information is current at all times.* Ensure you are part of the cadet email roster.

**Pay attention.** Announcements are made via email, at the end of LLAB and PT, during recalls, flight meetings, AS classes, bulletin boards, etc. They contain last minute changes and/or details for upcoming events. It is YOUR responsibility to stay informed.

Each cadet has a mailbox located in the cadet office. All cadets should check and empty their mailbox weekly.

### **Corps Calendar:**

The Corps Calendar contains all the scheduled LLABs, PTs, and major corps events like, AFOQT, TGIFs, Dining-Out, Paintball, etc. This is provided to you at the beginning of the semester so you can make arrangements to attend ALL mandatory events.

### **Operation Orders (OPORDs):**

Weekly LLAB and PT operation orders will be published detailing the plan for the week. You will find the following information included; uniform, time/locations, and operational risk management concerns. The operation orders are published the preceding Friday and will be posted on the cadet bulletin board near “The Hangar” on the sixth floor of Belmont Hall and on-line at the Det 825 website (<http://www.utexas.edu/cola/depts/afrotc/>).

### **Cadet Newsletter:**

The *Lonhorm Airman* is the corps newsletter it is published four times a year (28 Feb, 30 Apr, 18 Sep, and 30 Nov). It contains stories and articles about happenings in and around Det 825.

**Additional Requirements:**

**MEDICAL:** All cadets must have a certified Department of Defense (DoD) physical or a Pre-Participatory Sports Physical in their cadet record **BEFORE** they can participate in the PT program. If cadets do not have a DoD physical, they are responsible for scheduling and completing a Sports Physical on their own by **3 FEB**. Give all paperwork to the NCOs.

**MANDATORY WEIGH-IN:** All cadets will accomplish an official height and weight check during the first 30 days of the semester and also within 72 hours of the official PFA. Also these can be performed anytime at the discretion of the cadre. To weigh-in, you must be in the **AFROTC PT uniform**. The detachment commander may direct no-notice weight checks. If individuals are found to exceed their maximum body mass index, they will be measured for compliance with the body fat standards. Contract cadets and those selected for field training must meet weight standards at all times.

**BODY-FAT:** If you are 2% or more over the Air Force body-fat standards, you must obtain a medical release stating that appropriate and safe weight loss has been discussed with a physician **BEFORE** you can participate in the PT program. The requirement must be met by **3 FEB**.

Attachments:

1. LLAB Objectives
2. Det. 825 Cadet Calendar

**This syllabus is subject to changes.**

## Attachment 1: LLAB OBJECTIVES

**The following list of mandatory LLAB objectives which must be presented Fall 13/Spring 14.**

1. Know the Air Force and AFROTC grade structure and insignia.
2. Know the Air Force and AFROTC chain of command.
3. Know the AFROTC Honor Code.
4. Apply proper courtesies and procedures associated with the United States flag.
5. Apply individual and flight drill positions.
6. Apply basic individual and flight drill movements.
7. Apply effective followership and teamwork skills.
8. Know the environment of an Air Force officer.
9. Apply correct guidon procedures during cadet drill & ceremonies practice and official functions.
10. Apply the principles of advanced individual and flight drill movements in LLAB.
11. Apply the skills needed to be an effective flight commander.
- 12. Know road guard procedures. SPRING**
- 13. Apply proper individual drill evaluation (IDE) procedures. SPRING**
- 14. Know proper dorm maintenance procedures and requirements. SPRING**
- 15. Know the mental, physical and administrative requirements of Field Training. SPRING**
16. Apply proper open ranks inspection procedures.
- 17. Know key personnel parade procedures. SPRING**
- 18. Know Field Training (FT) military decorum. SPRING**
19. Apply learned information during esprit de corps activities.
20. Comprehend the principles of the Holm Center Training Manual (HCTM).
21. Apply leadership and followership skills through a cadet mentor program.
22. Know the principles of Air Force Health and Wellness.
23. Apply proper Air Force customs and courtesies.
24. Apply proper Air Force dress and grooming standards.
25. Know the proper procedures and history behind the Air Force Dining-In/Out.
26. Comprehend how to effectively execute all functions associated with the reveille (flag raising) ceremony, retreat ceremony, and parade.
27. Apply the AFROTC Awards and Decorations program in a formal awards ceremony.
28. Apply leadership and managements skills in supervising the cadet corps or through advanced leadership experiences.
29. Apply proper feedback and performance evaluation skills.
- 30. Comprehend topics of importance to cadets about to enter active duty. SPRING**
31. Apply leadership, management and problem-solving skills in special projects/positions.
32. Comprehend issues and topics given in a Commander's Call environment.
33. Physical Training (PT)
- 34. Comprehend the Expeditionary Requirements of Field Training. SPRING**
- 35. Know the Definition of War-gaming (AFEX). SPRING**

**Attachment 2: Det 825 Cadet Calendar**

<i>Date</i>	<i>LLAB</i>	<i>Topics</i>
29 Aug	LLAB #1	CC Call
3 Sep	LLAB #2	COC & CW/CC Expectations, Form-16s, Briefings: Honor Code, Corps Values, PT & Uniform Wear
5 Sep	LLAB #3	Briefings: Holm Center Training Manual, Education, Customs and Courtesies, Safety
10 Sep	LLAB #4	D&C – Intro to Marching
12 Sep	LLAB #5	Briefings: AT, Recall, Mentoring, Organization
17 Sep	LLAB #6	Air Force Birthday
19 Sep	LLAB #7	D&C – Flight Drill; POC – Active Duty Prep
24 Sep	LLAB #8	Mentoring
26 Sep	LLAB #9	Flag Honors Briefing, GLP
1 Oct	LLAB #10	D&C – ORI Procedures
3 Oct	LLAB #11	Espirit De Corps
8 Oct	LLAB #12	ORI - Blues
10 Oct	LLAB #13	GLP
15 Oct	LLAB #14	D&C – Flight Drill; POC – Active Duty Prep
23 Oct	LLAB #16	Warrior Week
25 Oct	LLAB #17	Warrior Week
26 Oct	LLAB #15 (Saturday)	Battlefield Airmen Training
29 Oct	LLAB #17	Guest Speaker
31 Oct	LLAB #18	Dining Out Briefing, Veteran’s Day Retreat Briefing, GLP
5 Nov	LLAB #19	Esprit de Corps (Land Nav)
7 Nov	LLAB #20	ORI- ABUs
11 Nov	LLAB #21 (Monday evening)	Veteran’s Day Retreat
15 Nov	LLAB #22 (Friday Evening)	Dining Out
19 Nov	LLAB #23	Mentoring, Ops Shock (CW Board)
21 Nov	LLAB #25 (Ops Shock)	D&C - Flight Drill
26 Nov	LLAB #26 (Ops Shock)	Esprit de Corps
28 Nov	<b>Thanksgiving</b>	No School
3 Dec	LLAB #27	Remove Before Flight Couch Stories/Pin-On/Words of Wisdom
5 Dec	LLAB #28	Awards Day, Change of Command
6 Dec	County Line (Friday Night)	TGIF

**THIS CALENDAR IS SUBJECT TO CHANGE**