

 FLORIDA ATLANTIC UNIVERSITY	COURSE CHANGE REQUEST Undergraduate Programs	UUPC Approval <u>2-1-21</u> UFS Approval _____ SCNS Submittal _____ Confirmed _____ Banner Posted _____ Catalog _____
	Department Military Programs College N/A	
Current Course Prefix and Number AFR 3230		Current Course Title Air Force Leadership Studies II
<i>Syllabus must be attached for ANY changes to current course details. See Checklist. Please consult and list departments that may be affected by the changes; attach documentation.</i>		
Change title to: Leading People and Effective Communication II Change prefix From: _____ To: _____ Change course number From: _____ To: _____ Change credits* From: _____ To: _____ Change grading From: _____ To: _____ Change WAC/Gordon Rule status** Add <input type="checkbox"/> Remove <input type="checkbox"/> Change General Education Requirements*** Add <input type="checkbox"/> Remove <input type="checkbox"/> <small>*Review Provost Memorandum</small> <small>**WAC/Gordon Rule criteria must be indicated in syllabus and approval attached to this form. See WAC Guidelines.</small> <small>***General Education criteria must be indicated in syllabus and approval attached to this form. See GE Guidelines.</small>		Change description to: See Attachment Change prerequisites/minimum grades to: Change corequisites to: Change registration controls to: Please list existing and new pre/corequisites, specify AND or OR and include minimum passing grade (default is D-).
Effective Term/Year for Changes: Summer 2021		Terminate course? Effective Term/Year for Termination:
Faculty Contact/Email/Phone Lt Col Jason Braun / jxb1892@miami.edu / (305) 284-2870		
Approved by Department Chair <u>Jason C. Braun</u> College Curriculum Chair <u>N/A</u> College Dean <u>Edward Pratt</u> UUPC Chair <u>Jerry Haky</u> Undergraduate Studies Dean <u>Edward Pratt</u> UFS President _____ Provost _____		Date <u>21 Jan 21</u> _____ <u>1-22-21</u> <u>2-2-21</u> <u>2-2-21</u> _____ _____

Email this form and syllabus to mjenning@fau.edu seven business days before the UUPC meeting.

AEROSPACE STUDIES 302

Leading People and Effective Communication

Course Syllabus (FAU AFR 3230) Spring 2021



U.S. AIR FORCE



**Air Force ROTC Detachment 155
University of Miami**

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AS 302 (FAU AFR 3230) SYLLABUS (Spring 2021)
LEADING PEOPLE AND EFFECTIVE COMMUNICATION
INSTRUCTOR: CAPT CLIFFORD PIGFORD

AS302 COURSE DESCRIPTION:

This course is designed to build on the leadership fundamentals taught in lower level AFR courses. Students will have the opportunity to utilize their skills as they assume more of a leadership role. The goal of this course is for students to develop a more in-depth understanding of how to effectively lead people and provide them with the tools to use throughout their various leadership roles. Secondly, students will hone their writing and briefing skills. Many students may be uncomfortable with public speaking, and these courses are designed to get them used to briefing. Additionally, this course includes guided discussion centered on leadership and ethics. The goal here is to get students thinking about leadership through their own lens and give them some tools to further develop their leadership skills.

A mandatory Leadership Laboratory complements this course by providing advanced leadership experiences, giving students the opportunity to apply the leadership and management principles of this course.

The topics covered in this course include critical thinking, change management, and familiarizing you with our enlisted force. A large emphasis is placed on effective communication, where you will hone their writing and briefing skills. Public speaking is a part of the job in the USAF, so we will work on getting your comfortable with talking in front of people. You will also be introduced to Air Force bullet writing, which is an art form in and of itself. The course continues into advanced skills, ethics, and culture training that will prepare you to become an officer and a supervisor.

AS302 COURSE OBJECTIVES:

- Comprehend selected individual leadership skills and personal strengths and weaknesses as applied in an Air Force environment
- Comprehend the responsibility and authority of an Air Force officer, the Air Force officer's responsibilities in the counseling and feedback process, and the selected duties and responsibilities as a subordinate leader
- Comprehend and apply concepts of ethical behavior
- Comprehend the selected concepts, principles, and theories of quality in Air Force leadership and management
- Apply listening, speaking, and writing skills in Air Force-peculiar formats and situations with accuracy, clarity, and appropriate style

CLASS TIME AND LOCATION:

- Thursdays from 0800-1045 hours in the University of Miami Whitten Learning Center LC-106 located at 5150 Brunson Drive, Coral Gables, FL 33146.
- Thursdays from 0800-1045 hours virtually via Zoom link:
<https://miami.zoom.us/j/96752074801?pwd=cXRnOSszY1Zaa3J6Q1BtU2F5SIRndz09>

ELECTRONIC TEXTBOOKS: Access instructions to Electronic Textbooks will be provided by the professor.

- T-309, 2020/2021 Edition, Leading People and Effective Communication

- AU-24 Concepts for Air Force Leadership (2008)
- AFDD Vol 2 Leadership
- AFH 33-337, Tongue and Quill, Nov 2015

AFROTC & DET 155 POLICIES

ATTENDANCE: In accordance with AFROTCI 36-2011, *Cadet Operations*, you are required to attend 80% of scheduled Aerospace Studies (AS) classes **to receive a passing final grade**. However, the expectation is a mandatory 100% class attendance unless you have a valid reason to miss class. Examples of valid reasons are as follows: Hospitalized for illness/injury, hospitalization of an immediate family member, death in the immediate family, conflicting class schedule, etc. All valid reasons for excused absences are determined on a case-by-case basis by the professor.

Attendance policy applies to cadets AND academic only students
Academic only students are not required to submit an official memorandum

BOTTOM LINE UP FRONT (BLUF): Officers are punctual, On Time! On Target! **Plan effectively.**

If you need to be absent from a class, you **must request and receive “PRIOR” instructor approval** via signed official endorsement memorandum (Tongue & Quill, page 184). You must state the specific reason you must miss class, the date(s) you will be absent, and a plan of how missed work will be completed in an expeditious manner. The memorandum must have your professor’s signature block and a place to CONCUR/NONCONCUR on your request. Any request not approved prior to the absence or disapproved by the professor will result in an “Unexcused Absence” being awarded for that class date.

If prior approval is not or cannot be obtained, you **must provide an explanation of the circumstances** to the professor in a signed official memorandum (Tongue & Quill, page 180) **no later than (five) calendar days** following the absence. You must identify the date(s) you were absent, state the specific reason you missed class, and a plan of how missed work will be completed in an expeditious manner. Each situation will be evaluated and either approved or disapproved by the professor. Disapproved absences will result in an “Unexcused Absence” being awarded.

Unexcused absences will reflect adversely on overall instructor evaluation of student performance and will result in a **five-point deduction** from the **overall term grade** for each unexcused absence beginning with the second occurrence.

Unexcused tardiness will reflect adversely on overall instructor evaluation of student performance and will result in a **two-point deduction** from the **overall term grade** for each unexcused tardy beginning with the second occurrence.

The maximum amount of point deductions for unexcused absences and tardiness cannot exceed 10% of the final grade.

CLASSROOM DEPARTMENT AND PERSONAL CONDUCT:

You will call the classroom to attention for any officer that enters the room. Avoid several people calling the room to attention at the same time. Work out a system! Coming to attention is a gesture of **respect, not inferiority**. Additionally, ALL cadets will afford each other mutual respect and carry themselves as the future Air Force officers they aspire to become.

CAMERA WHILE REMOTE:

Students who are attending a class session virtually are required to have their video enabled. Additionally, students are required to conduct themselves as if they are in the physical classroom environment.

FACE COVERINGS:

Face coverings are mandatory at all times (with the exception of when drinking water) while in on-campus class sessions. Additionally, food or snacks are not allowed to be consumed within class. Failure to follow this requirement is grounds for disciplinary action and may lead to removal from the classroom and/or the course.

ACADEMIC FREEDOM / ACADEMIC INTEGRITY / HONOR CODE:

All students will adhere to HQ Air University and the University of Miami (UM) Honor Code pertaining to Academic Integrity and Academic Freedom as outlined in AUI 36-2608, *Academic Freedom*, AUI 36-2609, *Academic Integrity* and the *UM Undergraduate Student Handbook and Honor Code*.

ACADEMIC FREEDOM. This means the “free exchange of opinions and ideas, to the greatest extent possible” is highly encouraged in my classroom because it is “...essential to the educational process for faculty, students, and staff.” (AUI 36-2608). All opinions have value and while your opinion may differ from the book answer, that is fine. You are encouraged to present your opinions and reasoning in an appropriate and respectful manner. However, there are limitations based on military mission requirements. For example, commissioned officers, officer trainees, and cadets subject to the UCMJ may not use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, the Secretary of the Air Force, and others.

Furthermore, we practice non-attribution to maintain academic freedom and provide a safeguard for individuals or groups in the educational forum. It is acceptable to say “a previous speaker said or made a specific statement” but the identity of the speaker may not be divulged without permission. (AUI 36-2608).

In other words, anything we discuss while in class should remain in the classroom. You should not say, “...so and so said this” about anything discussed during class outside of the classroom.

ACADEMIC INTEGRITY. Breaches of academic integrity and/or the honor code will result in an “F” on the assignment, possibly an “F” in the course. An investigation for disenrollment from the AFROTC program and notification to your university's honor council will be determined by the professor and the Detachment 155 Commander.

PLAGIARISM:

“The act of appropriating the literary composition of another, parts or passages of their writings, or the ideas or language of the same, and intending to pass them off as the product of one’s own mind. An example is copying verbatim without quotation marks with the intent to claim that material as one’s own work is plagiarism, as is the intentional use, without credit, of a source’s sentence structure and style with only minor word changes. Intent is established based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote when quoting directly and a footnote when paraphrasing. In the case of oral presentations, credit must be given for direct or paraphrasing of direct quotes.” AUI 36-2309, Para 1.6.1 See the T&Q page 39 for guidance as well as the Air University Style Guide page 139.

“Plagiarism is representing the words or ideas of someone else as your own. Examples include, but are not limited to, failing to properly cite direct quotes and failing to give credit for someone else’s ideas.” UM Student Handbook & Honor Code, page 9.

RECORDINGS:

Students are expressly prohibited from recording any part of this course. Additionally, all cell phones must be silenced or turned **off** both in the physical and virtual classrooms.

CHEATING:

“The act of giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty materials that have not been released for student use; copying answers from another’s examination; using texts, notes, issue materials, or other references not authorized for examinations or other assigned work; knowingly permitting another student to copy one’s writing assignments, speech or briefing materials, or answers from an examination paper; and collaborating with other persons on individual assignments except as specifically authorized by the school.” AUI 36-2609, Para 1.6.2.

“This term implies an intent to deceive. It includes all actions, devices and deceptions used in the attempt to cheat. Examples include, but are not limited to, copying answers from another student’s exam and using a cheat sheet or crib notes on an exam.” UM Student Handbook & Honor Code, page 9.

****If you have questions regarding plagiarism rules, please see your professor BEFORE turning in assignments or completing any exams****

UNIFORMS:

AFROTC uniform wear is mandatory for cadets during classroom/Lead Lab attendance, and anytime you enter the detachment to conduct business with cadre. Cadets are authorized to wear appropriate civilian attire when conducting activities in the cadet areas. When in uniform, grooming standards will conform to Air Force standards, including shaving, proper haircuts, jewelry, etc. in accordance with AFI 36-2903, *Dress and Personal Appearance*.

You will be required to turn in DRY CLEANED uniforms at the end of each semester. Students that fail to turn in uniforms may have a HOLD placed on their official transcripts by their Universities.

CIVIL INVOLVEMENTS:

All cadet involvements with civil, security, military, law enforcement officials or school authorities must be reported to AFROTC Cadre within 72 hours of involvement.

The use, abuse, possession, or handling of illegal drugs is prohibited – **ZERO** tolerance, consistent with Air Force guidelines and State Law.

Possession or use of alcohol by anyone under 21 years of age is prohibited.

Sexual harassment/sexual assault violate AF standards and will not be tolerated. Your actions, both on and off campus, reflect upon you as a person, the Cadet Corps and the US Air Force.

Violations in any areas mentioned above will result in severe disciplinary action and possible dismissal or disenrollment from the AFROTC program, as determined by the Detachment 155 Commander.

TERM COUNSELING:

You are required to make an appointment, by **26 Feb 2021**, for your term counseling to be conducted between **8-19 Mar 2021**. The counseling will last no more than **20 minutes**. Schedule the term counseling by accessing the AS class folder and signing up via the sign-up sheet. You will provide the instructor with a complete and current AFROTC Form 48 that has been approved by one of the NCOs and signed by your

academic advisor, **BEFORE** your appointment. When you arrive, report in uniform using proper procedures.

EXECUTIVE OFFICER TO THE INSTRUCTOR: An executive officer to the instructor will be assigned on lesson 1. If you are selected for this position, you will have the responsibility to ensure the classroom and all cadets are prepared for instruction. At a minimum, you will be required to take attendance for every lesson, collect and track all individuals selected briefing topics, ensure all cadets are signed up for term counseling and distribute all documents to the class among other responsibilities. The executive officer will maintain the assigned folder in the Det 155 Google Drive for the class to centrally manage all of the information to share with your instructor. If you are **NOT** selected as the executive officer, it is your responsibility to fully support the executive officer. The executive officer is not responsible for your individual grade and will not do your required work for you. Work as a team!

EVALUATION CRITERIA: You are required to read all assigned material **PRIOR** to each class and participation in class is highly encouraged. You are responsible for two written assignments and two oral briefings. Exams are based on classroom instruction and assigned readings. The final exam will cover only material presented after the midterm exam. You will be tested on each lesson's objectives, samples of behavior and any other information indicated by the instructor during test reviews.

7. **Writing Assignment I:** Your first writing assignment will be a two-page position paper to your instructor mirroring the content and position of the Advocacy Briefing assignment. The format can be found in AFH 33-337, *The Tongue and Quill*.
8. **Writing Assignment II:** Your second writing assignment will be to create a one page Air Force Biography for yourself. You will use the biography template provided by the instructor. The biography should include a picture of you in service dress uniform with the U.S. Flag displayed in the background. Additionally the biography should include a brief synopsis about your JROTC, AFROTC, and/or USAF experience, your education, organization memberships, flight information, awards and decorations, dates of promotion, and a current as of date. You will create your biography as if you are providing your experience and background information to your future commander. Format examples for this Air Force Biography assignment can be found via the link below.
Link: <https://www.af.mil/About-Us/Biographies/>
9. **Quizzes:** There will be several quizzes given throughout the semester. Quizzes will be based on assigned readings and lesson content. Quizzes will account for 10% of the overall course grade.
10. **Briefing Assignment I:** As future AF officers, you are expected to lead men and women in accomplishing the mission. To be effective you must be able to communicate your orders, expectations, and provide feedback to subordinates. You will deliver **two** graded briefings in this course. Your first briefing assignment will be a professionally prepared brief for the class. The briefing will be an Advocacy Briefing on a current Air Force or military topic of interest to you and approved in advance by the instructor. You will either advocate a position or course of action. This will be a **5-7 minute** briefing. You may use any materials you would like to present this brief, however the briefing will utilize a minimum of three references. The format and guidance are found within AFH 33-337, *The Tongue and Quill*. The grading rubric for your briefings will be in accordance with the Holm Center Form 6, *Briefing Evaluation Sheet* contained within this syllabus.
11. **Briefing Assignment II:** Your second briefing assignment will be a three person group informative briefing on an Air Force, Military, or National Security topic that has recently garnered media

attention. This will be a **5-7 minutes** briefing answering Who, What, When, Where, Why, and How questions as well as the take-away or relevance of the informative topic. The informative briefing will utilize a minimum of three references. The grading rubric for your briefings will be in accordance with the Holm Center Form 6, *Briefing Evaluation Sheet* contained within this syllabus.

12. **Exams:** There will be a midterm and a final exam for this course. Both exams are based upon classroom instruction, assigned readings, and the Cognitive Samples of Behavior (CSOBs) for each lesson. CSOBs are found in your “Cadet Reader” at the beginning of each lesson. The final exam will only cover course material that was not included in the midterm exam.
13. **Extra Credit:** Prepare a two page talking paper on one of the Air Force Chief of Staff’s reading list books worth up to 40 points applied toward the overall total points. Extra credit must be coordinated with the instructor in advance.

CLASS PARTICIPATION: Class participation is mandatory. This course is designed around classroom discussion of topics and requires the participation of all members to be successful. Not every individual is or needs to be an extrovert but this class will focus on developing your ability to communicate course materials and contribute to discussions.

GRADING

1. **Point Value.** Your final grade for this course will be determined based on the following criteria:

Graded Assignment	Points	Percentage (%)
Writing Assignment I	40 points	10%
Writing Assignment II	40 points	10%
Quizzes	40 points	10%
Briefing Assignment I	40 points	10%
Briefing Assignment II	40 points	10%
Midterm Exam	80 points	25%
Final Exam	80 points	25%
TOTAL	400 points	100%
Extra Credit	40 points	10%

2. **Grading Scale.** You are required to pass all AFROTC Aerospace Studies (AS) courses with a “C-” or better or you will be investigated for disenrollment from the AFROTC program.

A+	97-100%	C+	77-79%
A	94-96%	C	74-76%
A-	90-93%	C-	70-73%
B+	87-89%	D	65-69%
B	84-86%	F	64% and below
B-	80-83%		

3. **Missed Suspense.** Assignments not completed on time will have **10% deducted** from the maximum possible score **for each day late** (e.g. turned in 1 day late, maximum possible score is 90%). Extensions to assignment due dates are at the discretion of the professor and must be approved in advance.

ADDITIONAL INFORMATION:

1. Office Hours. 1000 to 1500 hours on Monday, Wednesday, and Friday. Appointments must be made via email. **During official visits wear your uniform AND be prepared to report in.**

2. Leadership Laboratory: Wednesday from 0630-0930 hours at the University of Miami's Coral Gables Campus, 1551 Brescia Avenue (location is subject to change depending on planned training, follow up with Cadet Chain of Command for location). **80%** attendance is required for LLAB sessions to **remain in the program.**

3. Det 155 Physical Fitness Standards: Additionally, cadets are required to attend **80%** of Physical Training (PT) per term to successfully **pass** Leadership Laboratory. However, the expectation is a mandatory 100% PT attendance, unless you have a valid reason to miss PT. Coordinate all absences as detailed in the above attendance policy for AS class. At a minimum each week the detachment will offer PT sessions at the following times:

Day/Time

Tuesday 0630-0730 hours

Thursday 0630-0730 hours

Location

University of Miami, Coral Gables gym/track

University of Miami, Coral Gables gym/track

AS302 Course Schedule

Current as of: 19 Jan 2021 & subject to change

Class No.	Date	Lesson Title	CSOBs T-309	Hours
1	28 Jan	Welcome & Course Overview 2 Leadership Theory	Lesson 23 Lesson 24	1 Hr 2 Hr
2	4 Feb	Advocacy Briefing Requirements Mentoring Leadership Series: Inspiring Action	Lesson 25 Lesson 26 Lesson 27	1 Hr 1 Hr 1 Hr
3	11 Feb	Feedback Peer Feedback Professionalism is a Decision	Lesson 28 Lesson 29 Lesson 30	1 Hr 1 Hr 1 Hr
4	18 Feb	Advocacy Briefings Due Position Paper Due SAPR (Green Dot)	Lesson 25 Lesson 25 Lesson 35	2 Hr N/A 1 Hr
5	25 Feb	Ethical Decision-Making: Boundaries Self-Awareness	Lesson 31 Lesson 33	1 Hr 2 Hr
6	4 Mar	Leadership Series: Ownership Leadership Series: Airman Fitness Air Force Biography Due	Lesson 32 Lesson 34 N/A	1 Hr 2 Hr N/A
7	11 Mar	Midterm Exam Creating a Vision Leadership Series: Communication	Lesson 24-33 Lesson 36 Lesson 37	1 Hr 1 Hr 1 Hr
9	18 Mar	Organizational Climate I Public Affairs and the Media	Lesson 38 Lesson 39	1 Hr 2 Hr
10	25 Mar	Establishing Expectations	Lesson 41	3 Hr
11	1 Apr	Organizational Climate II Air Force Heritage Series	Lesson 40 Lesson 42	1 Hr 2 Hr
12	8 Apr	Informative Briefings Due Lesson Makeup	N/A Lesson 35-43	2 Hr 1 Hr
13	15 Apr	Theory and Innovation Exam Review Extra Credit Due	Lesson 43 Lesson 34-43 N/A	2 Hr 1 Hr N/A
14	22 Apr	Final Exam	Lesson 35-43	1.5 Hr
N/A	12 May	Spring 2021 Semester Ends	N/A	N/A

Note: All class dates, holidays and final exam schedule are based off the University of Miami Academic Calendar for Spring 2021, therefore your college/university calendar may be different particularly if your college/university is a crosstown institution.

****If you have a class or holiday schedule conflict, please notify me ASAP****