AEROSPACE STUDIES 361
COURSE SYLLABUS
Spring 2016

COURSE TITLE:
AES 361: AIR FORCE LEADERSHIP II
SECTION A
STAFF ROSTER/CADRE & LEARNING OBJECTIVES

The AFROTC Detachment 004 is located in the Carlson Education Building.

STAFF:

Phone:
Email:
Office Hours:

Learning Outcomes:

- Identify, list and describe selected individual leadership skills and personal strengths and weaknesses as applied in an Air Force environment.
- Define 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.
- Apply concepts of ethical behavior as well as comprehend the selected concepts, principles, and theories of quality in Air Force leadership and management.
- Demonstrate listening, speaking and writing skills in Air Force-peculiar formats and situations with accuracy, clarity, and appropriate style.

Privacy Act Statement of 1974 as amended applies: This syllabus may contain information which must be protected IAW DoD 5400.11R and is For Official Use Only (FOUO).
SECTION B

Instructor:
Length of Term: 19 Jan 16 – 14 May 16

1. Description:

AES 361 is a one-semester survey course called AIR FORCE LEADERSHIP. It is a study of leadership, management fundamentals, professional knowledge, Air Force personnel and evaluation systems, leadership ethics, and communication skills required of an Air Force junior officer. Case studies are used to examine Air Force leadership and management situations as a means of demonstrating and exercising practical application of concepts being studied.

2. Attendance Policy:

2.1. Cadets: (Students on scholarship and students in the AFROTC program pursing a commission) Must attend 80 percent of all of following events to receive a passing grade.
   2.1.1. Aerospace Studies (AS) classes
   2.1.2. Leadership Laboratory sessions
   2.1.3. Physical training sessions

2.2. Students: (Students taking AS course for academic purposes only) Must attend 80 of Aerospace Studies (AS) classes per semester.
   2.2.1. Students whose names do not appear on the university’s official class list by the add/drop date will not be permitted to participate (attend class, take exams, or receive credit).

2.3. Absences must be coordinated in advance with the instructor (except academic only students). If you are sick, you must call or email the instructor prior to class or it will be an unexcused absence. To have an absence excused, you must prepare and submit an Air Force Official Memorandum (format found in the Tongue & Quill) explaining the reason for your absence, and submit it no later than the beginning of the next scheduled class. True personal illness or injury (must supply a doctor’s note), hospitalization (must supply a doctor’s note), family emergencies, and intercollegiate competitions (for UNLV teams to which you belong) are considered excused absences. All other absences are unexcused unless they likewise involve extraordinary circumstances beyond the cadet’s control and are judged by the instructor to warrant excused status.

2.4. Don’t be late. An unexcused tardy is counted as an absence.

3. Classroom Behavior:

3.1. Military courtesy is practiced in class and during Leadership Laboratory to familiarize you with the military environment. As USAF officer trainees, your actions, speech, dress, and appearance, both on and off campus, reflect not only upon you, but also upon the United States Air Force.

3.2. You will address all instructors and AFROTC staff by appropriate military rank or title.

3.3. Maintain an atmosphere of non-attribution, respect, military discipline, and attention to the subject while in class. When a ranking officer enters a classroom, it is customary for the cadets to come to attention (one cadet will call the room to attention) until directed to sit. When the officer departs, the class comes to attention until the officer leaves the room.

3.4. Use the following classroom protocol guidelines to call the class to attention:
   3.4.1. The first cadet to see an officer entering the room will call the class to attention. Remain standing at attention until the officer directs you otherwise.
   3.4.2. The designated class leader will report in to the instructor. Face the instructor, salute, and state “Ma’am, AS 361 Class all present and accounted for.” Add “with the exception of Cadet …” as
appropriate. The instructor will return the salute and begin class.

3.4.3. At the conclusion of class, the class leader will call the room to attention and request permission to be dismissed. Face the instructor, salute, and state “Ma’am, AS 361 Class requests permission to be dismissed.”

3.5. If you arrive late, take a seat quietly and minimize disruption. See the instructor after class to discuss the reason for your tardiness.

3.6. In accordance with both the written policies of this university and with the USAF standards of conduct, cheating and plagiarism are not tolerated.

3.6.1. **Cadet Honor Code:** “We will not lie, steal, or cheat; nor tolerate among us anyone who does.” Additionally, the integrity of a cadet’s word must be unquestionable. His/her word must be more than good; it must be unequivocally sincere. A student’s signature must also be a seal of good faith. He/she stands behind it with their honor. It is the mark of the assumption of responsibility and their firm promise to fulfill that responsibility.

3.6.2. **Plagiarism:** Plagiarism and cheating **WILL NOT** be tolerated; both will be dealt with severely. Plagiarism is using others’ ideas and words without clearly acknowledging the source of that information.

3.7. Smokeless tobacco products are not permitted in the classroom. Eating, drinking, and chewing gum will adhere to university guidelines.

3.8. Cell phones, pagers, and other electronic devices will be turned off while class is in session.

3.9. **Detachment 004** is treated as a **military installation** for training purposes. As such, **Air Force dress, appearance and conduct** requirements **apply** when you are in the building. Refer to Air Force Instruction (AFI) 36-2903 and AFROTC Supplement 36-2903 (located on WebCampus) for the standards of dress and personal appearance.

3.9.1. The military uniform will be worn to class, to Leadership Laboratory and to any other specified military activity as directed (see Operations Orders).

3.10. **Policy on Complaint Resolution:** Any complaint or concern, whether of an academic or personal nature, in any of the AS academic classes should be brought to the attention of the AS instructor teaching the class. The form of this complaint can be written or verbal. The PAS is Lt Col Allen Henderson. If the complaint is directed at the PAS you should go to one of the Assistant Professors of Aerospace Studies, the Dean of the College of Engineering or, the AFROTC Southwest (SW) Region Commander, as appropriate. Final resolution of complaints involving the PAS will be sought either from the Dean of the College of Engineering or the Commander, AFROTC SW Region, as appropriate.

3.11. **Bulletin Boards:** Students are responsible for all the information posted on the detachment bulletin boards. As a minimum, check these boards before each class. Cadets should also check WebCampus for important messages and supplemental academic information.

3.12. **UNLV Policy:** Emergency Notification System: All students should register for the UNLV Emergency Notification System at: [http://www.unlv.edu/main/ens.html](http://www.unlv.edu/main/ens.html) cell phone message and text message options by providing your phone number with area code. One student per class will be designated to have their cell phone available during class, on vibrate, to receive notifications and provide that information to the class.

3.13. **UNLV Specific Policies:** For additional information on academic misconduct, copyright policies, disability resource center (DRC), religious holidays, tutoring, and UNLV writing center, refer the web at [http://provost.unlv.edu/policies.html#list_s](http://provost.unlv.edu/policies.html#list_s)

4. **Grading and Evaluation Procedures:**

4.1. Final grades will be determined as follows:

4.2. Points will be awarded for the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Quiz</td>
<td>15%</td>
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<tr>
<td>Midterm</td>
<td>20%</td>
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</tbody>
</table>
Briefing (Class lesson) 25%
Final Exam 30%

4.3. Letter grades will be awarded based on the following point totals:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>[95%, ∞]</td>
</tr>
<tr>
<td>A-</td>
<td>[90%, 94.99%]</td>
</tr>
<tr>
<td>B+</td>
<td>[87%, 89.99%]</td>
</tr>
<tr>
<td>B</td>
<td>[83%, 86.99%]</td>
</tr>
<tr>
<td>B-</td>
<td>[80%, 82.99%]</td>
</tr>
<tr>
<td>C+</td>
<td>[77%, 79.99%]</td>
</tr>
<tr>
<td>C</td>
<td>[73%, 76.99%]</td>
</tr>
<tr>
<td>C-</td>
<td>[70%, 72.99%]</td>
</tr>
<tr>
<td>D+</td>
<td>[67%, 69.99%]</td>
</tr>
<tr>
<td>D</td>
<td>[63%, 66.99%]</td>
</tr>
<tr>
<td>D-</td>
<td>[60%, 62.99%]</td>
</tr>
<tr>
<td>F</td>
<td>[-∞, 59.99%]</td>
</tr>
</tbody>
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Note: Any grade below a “C-” is considered unsatisfactory for Air Force ROTC standards and may lead to dismissal from the AFROTC program.

4.4. Quizzes on assigned readings and previous lectures are given throughout the term.

4.5. Make-ups for missed exams as a result of an excused absence are given with no penalty. Make-ups for missed exams as a result of an unexcused absence are given; however, a 10%-penalty is assessed.

4.6. Assignments: ASSIGNMENTS ARE DUE AT THE BEGINNING OF CLASS ON THE DUE DATE; 10%-penalty for late assignments submitted within 24 hours of due date; 20%-late penalty for submissions more than 24 hours late. All assignments must be typed and in the proper format, as outlined in AFH 33-337, Tongue and Quill. Papers are graded on both content (50%) and format (50%).

4.7. Briefing: Each student will prepare and brief a lesson from this semester’s reading. They will utilize the provided slides or get prior approval for their slides. They will also get prior approval to show any videos.

4.8. Extra Credit is available. Write a one page background paper based on an Air Force topic for 5 pts. Due on or before 9 May 2016.

5. Course Schedule: Refer to the attached lesson outline for lesson objectives, course goals, samples of behavior, and reading assignments.

5.1. Class Time:

<table>
<thead>
<tr>
<th>DAY</th>
<th>TIME</th>
<th>SUBJ NO</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>TUE</td>
<td>2:30-5:15PM</td>
<td>AES 361</td>
<td>Det 004</td>
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<tr>
<td>WEEK</td>
<td>DATE</td>
<td>LESSON PLAN</td>
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<td>----------------------------------------------------------------------------</td>
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<tr>
<td>1</td>
<td>19-Jan</td>
<td>LESSON 26: CAINE MUTINY-A STUDY IN DYNAMIC SUBORDINANCY</td>
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<td>2</td>
<td>26-Jan</td>
<td>LESSON 27: AIR FORCE EQUAL OPPORTUNITY PROGRAM</td>
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<td>LESSON 28: MENTORING</td>
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<tr>
<td>3</td>
<td>2-Feb</td>
<td>LESSON 29: LEADERSHIP AUTHORITY AND RESPONSIBILITY</td>
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<tr>
<td>4</td>
<td>9-Feb</td>
<td>LESSON 30: CORRECTIVE SUPERVISION AND COUNSELING</td>
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<tr>
<td>5</td>
<td>16-Feb</td>
<td>LESSON 31: COUNSELING AND PRACTICUM</td>
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<tr>
<td>6</td>
<td>23-Feb</td>
<td>LESSON 32: STANDARDS AND ACCOUNTABILITY</td>
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<tr>
<td>7</td>
<td>1-Mar</td>
<td>LESSON 33: EFFECTIVE SUPERVISION</td>
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<tr>
<td>8</td>
<td>8-Mar</td>
<td>LESSON 34: LEADERSHIP AND MANAGEMENT CASE STUDIES</td>
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<tr>
<td>9</td>
<td>15-Mar</td>
<td>MIDTERM</td>
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<td>10</td>
<td>22-Mar</td>
<td>Spring Break</td>
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<td>11</td>
<td>29-Mar</td>
<td>LESSON 35: 12 ANGRY MEN</td>
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<tr>
<td>12</td>
<td>5-Apr</td>
<td></td>
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<tr>
<td>13</td>
<td>12-Apr</td>
<td>LESSON 36: JOINT ETHICS</td>
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<td>LESSON 37: THE SUPERVISOR’S “IN-BASKET”</td>
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<tr>
<td>14</td>
<td>19-Apr</td>
<td>LESSON 39: REMEMBER THE TITANS</td>
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<tr>
<td>15</td>
<td>26-Apr</td>
<td>REVIEW</td>
<td></td>
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<td>16</td>
<td>5-May</td>
<td>** EXAM WEEK**</td>
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<td><strong><strong>FINAL EXAM</strong></strong>*</td>
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5.2. **Textbooks** - Applicable textbooks for this class are located on the Holm Center unrestricted site. See instructor for access. Download of the textbook is required.
   - **5.2.1. Textbooks for class**
   - **5.2.3. AFH 33-337, Tongue & Quill (e-copy)**
   - **5.2.4. Air Force Officer Classification Directory (AFOCD) (e-copy)**
   - **5.2.5. Air Force Doctrine Document 1-1: Leadership and Force Development (e-copy)**
   - **5.2.6. Holm Center Training Manual (e-copy)**
   - **5.2.7. The Armed Forces Officer (e-copy)**
   - **5.2.8. AU-24 (Hard copy) located in detachment**

5.3. **Instructional Method:** To achieve these goals, this course will be conducted through various methods, but always focused on student-centered learning where your required performance is specified as follows. The Air Force subscribes to student-centered learning, as described by Dr. Benjamin Bloom in his Taxonomy (hierarchy) of Learning. The hierarchy consists of six progressive levels and associated student mental activities:
   - **5.3.1. Knowledge --** Recall or recognize (memorize)
   - **5.3.2. Comprehension --** Translate, interpret, extrapolate (put into own words)
   - **5.3.3. Application --** Use generalizations in specific instances
   - **5.3.4. Analysis --** Determine relationships
   - **5.3.5. Synthesis --** Create new relationships
   - **5.3.6. Evaluation --** Exercise of learned judgment

This course will be taught at the knowledge level. This is reflected in the main points/samples of behavior shown on each lesson plan in this syllabus and in the course goals listed above. The knowledge-level of learning requires you demonstrate the ability to: list, describe, identify, state, explain, outline and summarize. These are called samples of behavior (SOBs).

6. **Class Format.** Classes will consist of lectures and discussions. Visual aids will be used to supplement the instruction. You may ask questions at any time. Your active participation in class discussions is an important ingredient in your learning process. Please come prepared!

7. **Counseling:** Instructor – student counseling is required at the mid-term point to review your academic progress, AFROTC membership status, and future goals. It will occur mid-semester and last approximately 20-30 minutes; you will coordinate an appointment time with Mrs. Sawicki.

8. **Tutoring.** The instructor is available to provide individual instruction and guidance. See the instructor after class or contact Mrs. Sawicki for an appointment.

9. **Open Door Policy:** All AFROTC instructors practice an open door policy, which means as a student, you can ask to see an instructor at any time during normal operating hours. Mon - Fri 0800 – 1500. In the interest of your time and the instructor's time, it is recommended that you call first to ensure the instructor is available. Appointments are available and encouraged.

10. **Lesson Objectives and Samples of Behavior.** Course Objectives and Samples of Behavior for each lesson are listed in your and at the end of this syllabus. The Samples of Behavior are stated in behavioral terms. They call for you to demonstrate knowledge of these items in either oral or written form. The lesson Samples of Behavior represent specific outcomes that you are expected to achieve/demonstrate in class.
UNLV POLICIES

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: https://www.unlv.edu/studentconduct/student-conduct.

Copyright—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: http://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)—The UNLV Disability Resource Center (SSC-A 143, http://drc.unlv.edu, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Library Resources
Students may consult with a librarian on research needs. For this class, the subject librarian is Sue Wainscott. (https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at https://www.library.unlv.edu.

All information (except instructor-specific information) outlined in the August 2016 Minimum Criteria for Syllabi – Academic Year 2016-2017 from the Provost’s Office. (Memo attached) You can cut and paste the exact text below for the UNLV Policies section in each syllabus:

Religious Holidays Policy—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: http://catalog.unlv.edu/content.php?catoid=6&navoid=531.

Transparency in Learning and Teaching—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

https://www.unlv.edu/provost/teachingandlearning
https://www.unlv.edu/provost/transparency
**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit [http://www.unlv.edu/asc](http://www.unlv.edu/asc) or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: [http://writingcenter.unlv.edu/](http://writingcenter.unlv.edu/).

**Rebelmail**—By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. **Emailing within WebCampus is acceptable.**

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: [http://www.unlv.edu/registrar/calendars](http://www.unlv.edu/registrar/calendars).