

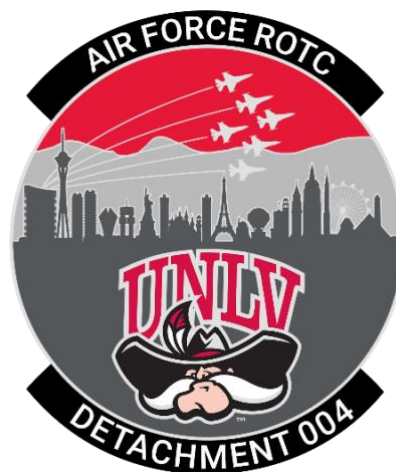


# AEROSPACE STUDIES 361

AIR FORCE LEADERSHIP II  
LEADING PEOPLE & EFFECTIVE COMMUNICATION

COURSE SYLLABUS  
Spring 2022

INSTRUCTOR:



## **SECTION A**

### **Aerospace Studies Department Personnel & Course Instructors**

The AFROTC Detachment 004 is located in the Carlson Education Building

#### **Learning Outcomes:**

1. Identify, list and describe selected individual leadership skills and personal strengths and weaknesses as applied in an Air and Space Force environment.
2. Define the responsibility and authority of an Air and Space Force officer, the Air and Space Force officer's responsibilities in the counseling and feedback process, and the selected duties and responsibilities as a subordinate leader.
3. Apply concepts of ethical behavior as well as comprehend the selected concepts, principles, and theories of quality in Air and Space Force leadership and management.
4. Demonstrate listening, speaking and writing skills in Air and Space Force-peculiar formats and situations with accuracy, clarity, and appropriate style.

## **SECTION B**

### **Course Structure & Overview**

**Course Term:** Spring Semester 2022

**Course Schedule:** Wednesdays, 2:30 PM – 5:15 PM, SEB 1245, 18 Jan – 14 May 22

Spring Break: 14 – 18 Mar 2022

**Course Prerequisites:** AES 351/352, or Department Chair authorization

**Course Description:** AES 361 is a three-credit-hour course designed for college juniors enrolled in the Air & Space Force ROTC program. It is the second course in a two-part lecture, and should be paired with its associated Leadership Lab (AES 362); however, it may be taken without the Lab for non-ROTC students. AES 361 is a study of leadership, management fundamentals, professional knowledge, personnel and evaluation systems, ethics, and communication skills required of an Air & Space Force junior officer. Case studies will be used to examine Air & Space Force leadership and management situations as a means of demonstrating and exercising practical application of the concepts being studied.

**Course Objectives:** This course is designed to build on the leadership fundamentals taught in AS200. Students will have the opportunity to utilize their skills as they begin more of a leadership role in the detachment. The goal is for students to have a more in-depth understanding of how to effectively lead people, and provide them with the tools to use throughout their detachment leadership roles. Secondly, students will hone their writing and briefing skills. Many of the students will be uncomfortable with public speaking, and this semester is designed to get them used to briefing. The goal is to get students thinking about leadership through their own lens, and give them tools to work on their leadership skills.

**Course Philosophy:** Each module contains Learning Objectives and Samples of Behavior (SOBs). Each will be addressed through readings and/or lectures. Students are responsible for knowing and understanding both, and will need to be able to list, describe, identify, state, explain, outline, summarize and apply what they have learned. Quizzes and examinations will be built off objectives and SOBs.

**Class Format:** Classes will consist of lectures, discussions and learning activities. Visual aids will be used to supplement the instruction. Students may ask questions at any time. Active participation in class discussions is an important ingredient for the learning process. Students should come to class prepared! Due to COVID-19 classes may be given virtually, students will be notified as early as possible if such a change occurs.

**Course Materials:** AES course materials are all available online through WebCampus and the internet. All materials are free-of-charge. No additional textbooks will be required. Students will need computer and internet access for the course, and standard school supplies. Students will also need to reference AFH 33-337, *The Tongue & Quill*, and other Air and Space Force publications. **NOTE:** Cadets enrolled in AES Leadership Labs will be issued required uniform items through that class. AFROTC WINGS access is also a requirement for the class at the [Holm Center website](#).

**Cadet Counseling:** One-on-one instructor-to-cadet counseling is required at the course mid-point to review academic progress, AFROTC status, and future goals; these counselings are highly encouraged for non-ROTC students, but are not mandatory. Counselings will occur mid-semester and last approximately 20-30 minutes. Sign-up for mid-term counseling sessions will occur via WebCampus.

**Tutoring:** Instructors are available to provide individual instruction and guidance. See the instructor before or after class, during office hours, or send the instructor an email with any questions.

**Course Modules:** Course announcements, readings, discussions, assignments and quizzes are built and scheduled in modules in UNLV WebCampus. Throughout the semester, AES 361 will cover the following material:

*Table 1- AES 361 Lesson Material*

LESSON	ACADEMIC AREA	TITLE	HOURS
<b>SECOND TERM</b>			
23	CS	Welcome and Course Overview II	1
24	LS	Leadership Theory	2
25	CS	Advocacy Briefing Requirements	1
26	LS	Mentoring	1
27	LS	Leadership Series: Inspiring Action	1
28	LS	Feedback	2
29	LS	Peer Feedback*	2
30	LS	Professionalism is a Decision	1
31	LS	Ethical Decision-Making: Bullying	1
32	LS	Leadership Series: Ownership	1
33	LS	Self-Awareness	1
34	LS	Leadership Series: Comprehensive Airman Fitness	2
35	LS	Wingman Intervention	2
36	LS	Creating a Vision	3
37	LS	Leadership Series: Communication	2
38	LS	Organizational Climate 1	1
39	CS	Public Affairs and the Media	2
40	LS	Organizational Climate 2	1
41	LS	Establishing Expectations	2
43	LS	Theory and Innovation	2

The following codes designate each lesson's academic area:

- (CS) Communication Studies
- (LS) Leadership Studies
- (PA) Profession of Arms
- (WS) Warfare Studies

**SECTION C**  
**AFROTC Detachment 004 &**  
**Aerospace Studies Department Policy**

**1. Attendance Policy:**

1.1. Attendance is critical to all UNLV Aerospace Studies Department courses. AES courses are not like other college courses in that students **MUST** attend 80% of all classes in order to receive a passing grade; if attendance is not 80% or higher, a student will receive a failing grade (IAW AFROTCI 36-2011 Chapter 9 policy). Students will fall under the 80% attendance requirement if they have four or more unexcused absences. This policy applies to ALL AES 361 students (cadets, applicants, and participating students).

1.2. All absences will initially be counted as unexcused, and will count against the 80% attendance requirement. At the discretion of the primary instructor, the absence may be marked as excused after the cadet completes missed objectives. Excused absences will count towards meeting the 80% attendance requirement.

1.2.1. Known absences should be coordinated with the instructor at least one week in advance (IAW UNLV policy; see Section D below).

1.2.2. Emergencies and illnesses happen, and it is important to take care of oneself and one's family and work obligations. If an unforeseen emergency precludes coordinating with the instructor in advance, the student must see/call the instructor as soon as possible after missing class. Students should contact the Aerospace Studies Department front desk at (702) 895-5313 and/or email their instructor as soon as possible to coordinate the absence.

1.2.3. An absence is considered excused when a student has coordinated with the instructor and explained his/her inability to be in class. Make-up work must be completed within one week of the absence in order to receive an "excused" absence for the period. If the make-up work is not completed in this scheduled time, the absence will be considered unexcused.

1.3. Arrivals after the designated start of class will be counted as late; any arrival after the first 15 minutes of class will be counted as absent, unless pre-coordinated with the instructor. Late arrivals will be documented in WebCampus. Please be courteous while taking your seat.

**2. Classroom Behavior:**

2.1 AES courses are inherently military by design, and adherence to proper customs and courtesies is expected. These customs and courtesies will be overviewed in class, but are specifically taught and practiced in separate AES classes (i.e., Leadership Labs). Above all, the classroom is a classroom, and should remain an open environment of mutual respect and learning.

2.1.1 Students should address their instructor and all department cadre by name and title (i.e., Capt Carpenter, Lt Col Williams, Ms. Sawicki, etc.).

2.1.2 For all AES classes, a cadet will "call the room" when a senior officer enters or departs, and all students should stand (cadets "at attention") until asked to have their seat.

2.1.3 Student participation in class discussions is highly encouraged, and accounts for up to 10% of the overall grade. In class, students should raise their hand and wait to be called upon. Discussions will primarily be held in class, but some online discussions may be required.

2.1.4 Students should be attentive and respectful with the instructor and fellow classmates.

2.1.5 Students should come to class prepared. Readings, assignments and quizzes are due before the start of class, unless otherwise stated in WebCampus.

2.2 Cadets should comply with Air Force dress and grooming standards (IAW AFI 36-2903). These standards will be taught in a separate AES course (Leadership Lab). Cadets should wear the uniform of the day (UOD) to AES classes, as prescribed by cadet wing leadership. Students not pursuing AFROTC entry or an Air Force commission should wear modest clothing and use grooming standards appropriate for a respectful learning environment.

2.3 Cadet Honor Code: “We will not lie, steal, or cheat; nor tolerate among us anyone who does.” Integrity takes a lifetime to build, and only a moment to destroy. Once destroyed, it is very difficult to restore. Students should carefully protect their integrity. Plagiarism and cheating will not be tolerated (IAW UNLV Student Conduct Code and AUI 36-2609, Academic Integrity).

2.4 Electronic communications devices should be on silent and put away, unless needed for a specific classroom activity. Electronic devices may be used for note taking; however, any recordings must be pre-authorized by the instructor.

2.5 Eating, drinking, and chewing gum should adhere to university guidelines. Tobacco products, vaping, alcohol, illicit drugs, and other substances are not permitted in the classroom.

### **Communications**

3.1. Aerospace Studies Department office hours are Monday through Friday, 8:00 AM to 4:00 PM. Walk-ins are always welcome (open door policy), but longer discussions should be scheduled in advance when possible. Call the front office at (702) 895-5313 or email the instructor to coordinate.

3.2. WebCampus (Canvas) and UNLV email are the primary form of communications out of the classroom. Announcements, readings, discussions, assignments, quizzes and student-teacher meetings and interviews will primarily be detailed and scheduled there. Cadets are also required to maintain their AFROTC WINGS accounts (associated with Leadership Lab).

3.3. Classes will consist of lectures, discussions, student presentations, and activities. Visual aids will be used to supplement instruction. All material should be tasteful and appropriate.

3.4. Academic freedom and freedom of speech are student rights. Students are encouraged to speak freely, but should wait to be called upon by the instructor. Mutual respect and understanding are required for good communications. What is discussed in class is non-retributive and should be handled IAW UNLV policy and AUI 36-2602, Air University Operations.

3.5. Conflict is natural, and should always be addressed at the lowest level possible as soon as makes sense. Unresolved conflict can detract from the learning environment. Students are encouraged to resolve conflict at their level when possible; however, instructors, alternate instructors, the Department Chair, the Dean of Engineering, the Southwest Region AFROTC commander, and other UNLV organizations are available should faculty or higher-level involvement be necessary.

## **4. Grading**

4.1 AES classes use a weighted grading system. The curve system will not be used. Grade points will be awarded as detailed in WebCampus for the following topics/weighted percentages:

*Table 2- AES 361 Graded Items*

<b>ITEMS</b>	<b>POINTS</b>	<b>PERCENT</b>
Vision Brief	100	7.5%

ITEMS	POINTS	PERCENT
Advocacy Brief	100	7.5%
Staff Summary Sheet Activity	50	5%
Peer Feedback Worksheet	50	10%
Mid-Term Exam	50	15%
Discussions / Quizzes / In-Class Assignments / Homework	80	30%
Leadership Reflective Journals	100	10%
Final Exam	55	15%
<b>TOTAL</b>	<b>585</b>	<b>100%</b>

4.2 Assignments and due dates are detailed in WebCampus. Assignments are expected to be submitted by the due date and as specified in WebCampus. Due dates are posted with assignments in WebCampus course modules. In some instances, when coordinated with the Instructor, assignments may be turned in late, but 5% will be deducted from the maximum available score for each day late until it reaches 70%. Assignments will not be accepted after the sixth day late, except in pre-coordinated extenuating circumstances. Students are responsible for coordinating clearly-defined Instructor expectations in these situations.

4.3 Tests and Quizzes are primarily based on Lesson Objectives and SOBs. Both are listed in Cadet Readers and presented during lectures. WebCampus Quizzes are open book, unless stated otherwise. The Final Exam will be held per the UNLV schedule and location (see Section D).

4.4 End-of-course letter grades will be awarded per the following point totals:

*Table 3 - End of Course Letter Grades*

Grade	Percentage
A	[93%, ∞]
A-	[90%, 92.99%]
B+	[87%, 89.99%]
B	[83%, 86.99%]
B-	[80%, 82.99%]
C+	[77%, 79.99%]
C	[73%, 76.99%]
C-	[70%, 72.99%]
D+	[67%, 69.99%]
D	[63%, 66.99%]
D-	[60%, 62.99%]
F	[-∞, 59.99%]

**Note 1:** Any grade below “C-” is considered unsatisfactory and may lead to dismissal from the AFROTC program. Cadets may apply for re-entry, but the failed class will have to be re-accomplished for AFROTC credit.

**Note 2:** All students must have 80% attendance to pass the course! Grading breakdown and mechanisms are not followed if attendance requirements are not met.

4.5 AES classes will comply with UNLV “Incompletes” policy (see Section D). However, the Aerospace Studies Department Chair must approve all “Incompletes” before they can be awarded,

and grades must be resolved before the end of the next semester or the final grade will be “F.”  
“Incompletes” will not be used for make-up of unsatisfactory or delinquent work.



## **SECTION D** **UNLV Policy**

### **Public Health Directives**

Face coverings are currently mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at [Health Requirements for Returning to Campus](https://www.unlv.edu/coronavirus/health-requirements), <https://www.unlv.edu/coronavirus/health-requirements>. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the [UNLV Student Conduct Code](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), [https://www.unlv.edu/sites/default/files/page\\_files/27/StudentConduct-Code.pdf](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), including being administratively withdrawn from the course.

### **Academic Misconduct**

Academic integrity is a legitimate concern for every member of the University community. We 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 to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the [Student Conduct Code](https://www.unlv.edu/studentconduct/student-conduct), <https://www.unlv.edu/studentconduct/student-conduct>.

### **Auditing a Course**

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

### **Classroom Conduct**

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of devices such as cellular phones and pagers, or other potentially disruptive activities are only permitted with the prior explicit consent of the instructor. Students are specifically prohibited to record classes without instructor authorization, including online/remote classes (either audio only, or video and audio). The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

Since the COVID-19 pandemic forced some instruction to be delivered remotely starting in Spring 2020, numerous students have asked instructors to record their synchronous classes, so that they can access them at their convenience. Instructors who agree to record their classes (audio only, or video and audio) should inform students in advance. Recorded lectures may not be broadly released to anyone, but made available exclusively to those students enrolled in the class during the particular academic term. Recorded lectures must be stored securely, and are subject to the Nevada System of Higher Education's Records Retention Policy, meaning that the recordings can only be deleted 120 days after the end of class (i.e.,

after grades are posted). Once this requirement is met, the recordings should be deleted. Class recordings are protected from disclosure, as they are deemed part of an educational record under the Family Educational Rights and Privacy Act (FERPA).

## **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 student or employee 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 [copyright policy information](#) is available at <https://www.unlv.edu/provost/copyright>.

## **Disability Resource Center (DRC)**

The [UNLV Disability Resource Center](#) (Student Services Complex, SSC-A, Room 143, <https://www.unlv.edu/drc>, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to a permanent disability, temporary or permanent medical need, or academic support due to pregnancy are encouraged to contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. Students who are already registered with the DRC should request their accommodations online each semester, and make an appointment to discuss their accommodations with their instructors.

## **Final Examinations**

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the [Final Exam Schedule](#), <https://www.unlv.edu/registrar/calendars>.

## **Identity Verification in Online Courses**

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the [Student Academic Misconduct Policy](#), <https://www.unlv.edu/studentconduct/misconduct/policy>, which states that “acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment” is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](#), <https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy>, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

## **Incomplete Grades**

The grade of “I” (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student’s control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. 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 period indicated, a grade of “F” will be recorded, and the student’s GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the “I” grade.

## **Library Resources**

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries’ Research Consultation](https://guides.library.unlv.edu/appointments/librarian) website, <https://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](https://ask.library.unlv.edu/) questions via chat and text message at <https://ask.library.unlv.edu/>.

## **Missed Classwork**

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Classwork policy, under Registration Policies, on the [Academic Policies](https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=) webpage, <https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=>.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student submits official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a “Drop one” option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate’s policy, and an infringement on the student’s right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

### **Rebelmail**

Rebelmail is UNLV's official email system for students and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Sending emails within WebCampus-Canvas is also acceptable.

### **Tutoring and Coaching**

The Academic Success Center (ASC), at the Claude I. Howard Building, 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, please visit the [ASC website](https://www.unlv.edu/asc), <https://www.unlv.edu/asc>, or call 702-895-3177. The ASC is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

### **UNLV Writing Center**

One-on-one or small group assistance with writing is available free of charge to UNLV students at the [Writing Center](https://writingcenter.unlv.edu/), <https://writingcenter.unlv.edu/>, located in the Central Desert Complex, Building 3, Room 301 (CDC 3-301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

### **Diversity Statement**

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see [University Statements and Compliance](https://www.unlv.edu/about/statements-compliance), <https://www.unlv.edu/about/statements-compliance>.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.

## **UNLV Land Acknowledgement**

UNLV is situated on the traditional homelands of Indigenous groups, including the Nuwu or Nuwuvi, Southern Paiute People, descendants of the Tudu, or Desert People. We honor and offer gratitude for those who have stewarded the land; for the land itself; and for the opportunity to cultivate a thriving, diverse, inclusive, and just scholarly community here today that works for a better tomorrow for all.