



AFS 333 SYLLABUS
Unique Number 31035

National Security Affairs Course Syllabus AY 18-19 (Fall Semester)



AFROTC Detachment 825
The University of Texas at Austin

Colonel Paul A. Tombarge
Professor, Air Force Science

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MEMORANDUM FOR AS 400 STUDENTS

FROM: Colonel Paul A. Tombarge


SUBJECT: Welcome to AS400 -- National Security Affairs / Preparation for Active Duty

1. Welcome to AS400 - National Security Affairs and Preparation for Active Duty. We designed this course to equip you with the working knowledge necessary to make the transition from a Professional Officer Course cadet to a commissioned Air Force officer. The expectations placed upon you by the profession of arms are extraordinarily high. This is your time to think critically about your role as a future Air Force officer.

2. The AS400 curriculum places emphasis on the basic knowledge and skills you will need as a second lieutenant. During the fall semester, we will discuss civilian control of the military, examine the Department of Defense structure, and delve into subjects such as the national security policy-making process, terrorism, and joint military operations. During the spring semester, we will focus on special topics in preparation for active duty such as ethics, military law, civilian personnel, the enlisted and officer evaluation systems, pay and allowances, and other current topics affecting the military as a profession. Writing and briefing assignments will simultaneously refine your communication skills.

3. No matter what Air Force Specialty Code you are eventually awarded – pilot, space operations, logistics, engineer, personnel, etc. – you will be first and foremost an Air Force officer; a leader of Airmen. This is your chance to enhance your military knowledge, expand your worldview, increase the depth and breadth of your leadership fundamentals, and honestly assess your strengths and weaknesses. Today you are warriors in training. Soon, you will be entrusted to lead Airmen in the world's greatest Air Force.

Integrity First — Service before Self — Excellence in All We Do!



PAUL A. TOMBARGE, Colonel, USAF
Professor, Air Force Science

**National Security Affairs/Preparation for Active Duty
Course Syllabus AY18-19
AFROTC Detachment 825
The University of Texas at Austin**

1. Instructor: Colonel Paul Tombarge, Professor of Air Force Science
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2. Class Hours and Location: Tuesdays & Thursdays, 1230-1400, RLP 5.404

3. Course Description: Air and Space (AS) 400, "National Security Affairs/Preparation for Active Duty," is an overview of the complex social and political issues facing the military profession. It is designed to provide college seniors with a foundational understanding of the role military officers play in American society.

4. Course Objectives:

- a. Comprehend the basic elements of the national security policy and process.
- b. Know the air and space power functions and United States Air Force (USAF) capabilities.
- c. Appreciate selected roles of the military in society and current issues affecting the military profession.
- d. Understand the responsibility, authority, and functions of an Air Force commander in what is inherently a joint-service warfighting environment.
- e. Comprehend the factors that facilitate a smooth transition from civilian to military life.
- f. Apply listening, speaking, and writing skills in Air Force-specific formats and situations with accuracy, clarity, and appropriate style.

NOTE

Specific lesson objectives are included with reading/lesson materials (posted in Canvas).

5. Course Textbooks: The primary textbook is AS-400 Student Study Guide, T-408. Supplemental readings are from a variety of sources. The Tongue and Quill (AFH 33-337, 7 May 2015 edition) is the primary source to support writing/briefing assignments. All course material will be posted on Canvas. All textbooks are available electronically via the Holm Center website (www.holmcenter.com). You will not be required to purchase commercial texts.

6. Attendance Policy: I expect you to attend all AS400 classes. **You must be present at 80% of class sessions to receive a passing grade.** If you will be late or unable to attend a class, you must make every effort to coordinate with the instructor in advance. In the case of unexpected circumstances (i.e., emergencies), notify the instructor no later than 24 hours after class. Regardless of circumstance, if you miss a class, email the course instructor within 24 hours about the absence with “ABSENT” as your subject line. If this is not accomplished, your absence will be “unexcused.” Opportunity for make-up assignments will be at my discretion. If approved and you do not complete the make-up assignment within one week, I will consider the absence unexcused. **Any unexcused absence will result in a 2 percent reduction of your overall class grade.**

Examples of Excusable Tardiness/Absence	Examples of Unexcusable Tardiness/Absence
<ul style="list-style-type: none"> • Death in the family or family emergency • Automobile accident • Significant illness or medical confinement • An approved field study trip • A mandatory official University activity 	<ul style="list-style-type: none"> • Studying for a test • Sleeping in • Fraternity or sorority functions • A “headache” from staying out late the night before

7. Timeliness: I expect students to be present and seated in the classroom prior to class start time. If you arrive after the room has been called to attention for the start of class, you are late.

8. Preparation and Participation: We will conduct academic classes as a combination of lecture and guided discussion. Guided discussion only works if you share *your* knowledge and personal views in class. I expect you to complete reading assignments in advance and that you come to class prepared to participate in discussion. Class preparation and participation will count towards 10 percent of your overall class grade. I will deduct points if you are not prepared to participate.

- a. **Current Events News Briefs:** Part of preparation is also being aware of current events and understanding how they affect the military profession. As such, I expect you to keep abreast of Air Force and military-related news from a variety of publicly available news sources. Each week, a different cadet will provide a short, informal briefing (5 minutes or less) on a military news item of their choice. The intent is not simply to regurgitate a news article, but rather to identify the key highlights and provide your assessment of why it is important to us as Air Force officers. These short briefings will be part of your participation grade.
- b. **Student-Managed Lessons:** The Unified Combatant Command lessons (25/27 September and 2/4 October) will be student-managed. This means you will have an active role in preparing for and helping me teach these lessons. You will be assigned to one of four teams. Each team will research specific Unified Combatant Commands to gather information to answer specific questions, prepare slides, and brief the class. Detailed requirements will be posted on Canvas and discussed in class. These student-managed lessons will be part of your participation grade.

9. Dress and Appearance: In accordance with AFROTCI 36-2008, POC cadets will wear the designated UOD to their AS class and be in compliance with USAF grooming and appearance standards. If an Operations Order does not apply on class day or does not dictate military uniform, cadets will wear civilian attire in good taste. Note that AFI 36-2903 requires that dress and appearance standards be followed both on- and off-duty.

10. Protocol and Classroom Conduct:

- a. Cadets will adhere to military customs and courtesies at all times. 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 will again come to attention until dismissed or until the officer leaves the classroom.
- b. Students are not required to stand or raise your hand when contributing to class discussions, but must be respectful of others at all times. You will properly address the instructor as “sir” or “ma’am” or by rank (e.g., “Captain,” “Major,” or “Colonel”) and address Noncommissioned Officers as “Sergeant.”
- c. The classroom is a non-attribution environment and cadets are encouraged to discuss and challenge any theory or opinion in order to enhance the learning process. However, non-attribution does not relieve cadets from the responsibility for proper respect towards one another, and for the military chain of command, to include the Commander-in-Chief.
- d. Students will not eat, smoke, or use other tobacco products while in class. Tobacco use of any kind is prohibited on the UT campus. Drinks are allowed, but containers must have a lid to prevent spills.
- e. Students will turn off cell phones during class.
- f. Students will only use laptops/tablets to take notes unless otherwise authorized by the instructor to support class objectives.

11. Assignments: Throughout your career as an Air Force officer, you will be responsible for solving problems. You may be tasked by senior leaders to provide recommended solutions to those problems via a decision briefing; a briefing designed to provide decision makers with the information they need to make the best possible decision on a given subject. Your primary assignment this semester will be to identify an issue, problem, or challenge from your AFROTC experience that you would like to address or change. Some example topics include the fitness program, Leadership Laboratory, field training, safety, scholarships, cadet wing structure, professional development training opportunities, etc. You will highlight the issue to your commander in an e-mail, provide an analysis and recommended courses of action in a decision briefing, and prepare an official memorandum for the commander directing implementation of your recommendation across the wing. The task will be broken into four *deliverables*, each being worth 10 percent of your grade:

- a. **E-mail Exercise:** You will draft an e-mail message to the commander to highlight your selected issue/problem/challenge, providing a short background and recommending a

way ahead. This sounds simple, but crafting effective correspondence that is clear, concise, and complete is harder than it sounds. Senior leaders are very busy and their time is precious. When writing an e-mail, every word matters. We will discuss a commonly used format/strategy in class.

- b. **Bullet Background Paper:** Prepare a Bullet Background Paper (BBP) that mirrors your decision briefing in accordance with *Tongue and Quill* format. The BBP should clearly identify the problem at hand, provide background/analysis, offer three potential courses of action (COAs) with associated pros and cons, and provide a recommendation to the commander on which COA s/he should select. The BBP should be a maximum of two pages in length.
- c. **Decision Briefing:** Prepare and deliver a Decision Briefing of no more than 10 minutes in length. The briefing will mirror and complement the BBP. Be prepared to respond to any questions from the commander or staff.
- d. **Official Memorandum:** You will draft an official memorandum for the commander's signature directing implementation of the decision across the wing.

12. Midterm and Final Exams: Exam questions are derived from each lesson's samples of behavior (SOB). If you can correctly answer the SOBs from the readings and class lecture, you will do well on the exams. Some SOBs may only be covered in your readings and will not be explicitly discussed during the class lecture while others may not be covered in the readings and are only discussed in the lecture. If you have any questions about the SOBs, do not hesitate to ask. Exams may include multiple choice, matching, fill-in-the-blank, and short answer questions.

13. Grading: Your grade will be computed using the following scoring system. The total score possible is 100 points and will be converted into the letter grade/4.0 GPA scale used by The University of Texas at Austin. Grades will be determined based on individual performance; I will not utilize a curve system.

Activity	Points	% of Overall Grade
Class Participation Points	10	10%
E-Mail Exercise	10	10%
Bullet Background Paper	10	10%
Decision Briefing	10	10%
Official Memorandum	10	10%
Midterm Exam	25	25%
Final Exam	25	25%
Total	100	100%

NOTE

Cadets must pass all AS courses with a C- or better. Cadets must maintain a cumulative GPA of 2.00 or greater to retain AFROTC membership.

Cadets must maintain a term and cumulative GPA of 2.50 to activate or maintain a scholarship. Should a scholarship cadet's cumulative GPA drop below 2.50, I will issue an Academic Conditional Event (CE). Multiple Academic CEs could result in suspension or termination of the scholarship.

Score	Letter Grade	GPA Points
94-100	A	4.00
90-93	A-	3.67
87-89	B+	3.33
84-86	B	3.00
80-83	B-	2.67
77-79	C+	2.33
74-76	C	2.00
70-73	C-	1.67
67-69	D+	1.33
64-66	D	1.00
60-63	D-	0.67
0-60	F	0.00

14. Course Outline:

Date	Topic	Assignment / Task
Thu, 30 Aug 2018	Welcome, Course Overview, Decision Briefing Requirements, and Effective Communication	Cadet Reader: Decision Briefing Requirements
Tue, 4 Sep 2018	Civilian Control of the Military	Cadet Reader: Civilian Control of the Military
Thu, 6 Sep 2018	National Security Strategy	Cadet Reader: National Security Strategy NSS 2017 Fact Sheet 2017 National Security Strategy (Introduction, pp 1-4) Grand Strategy Reader Joint Publication 1: <i>Doctrine for the Armed Forces of the United States</i> (Chapter 1 only)
Tue, 11 Sep 2018	Global "Hot Spots"	TBD
Thu, 13 Sep 2018	U.S. Interests in Global "Hot Spots"	TBD

Tue, 18 Sep 2018	Terrorism	Cadet Reader: Terrorism
Thu, 20 Sep 2018	The Department of Defense	Cadet Reader: DoD Web-Based Training Module
Tue, 25 Sep 2018	Unified Commands: AFRICOM and CENTCOM	* Student-managed lesson Cadet Reader: COCOMs National Security Strategy, pp 33-55
Thu, 27 Sep 2018	Unified Commands: EUCOM and INDOPACOM	* Student-managed lesson Cadet Reader: COCOMs National Security Strategy, pp 33-55
Tue, 2 Oct 2018	Unified Commands: NORTHCOM and SOUTHCOM	* Student-managed lesson Cadet Reader: COCOMs National Security Strategy, pp 33-55
Thu, 4 Oct 2018	Unified Commands: CYBERCOM, STRATCOM, TRANSCOM, and SOCOM	* Student-managed lesson Cadet Reader: COCOMs National Security Strategy, pp 33-55
Tue, 9 Oct 2018	Exam #2	
Thu, 11 Oct 2018	Joint Operations	Cadet Reader: Joint Operations Joint Pub 3-0, <i>Joint Operations</i> (Chapter 1) Web-based Module
Tue, 16 Oct 2018	Nuclear Operations	Cadet Reader: Nuclear Operations Doctrine Annex 3-72, <i>Nuclear Operations</i> E-Mail Assignment Due
Thu, 18 Oct 2018	Air Force Domains - Air	Cadet Reader: Air Force Domains

		Air Force Basic Doctrine, Volume I, Chapter 2 and Chapter 5
Tue, 23 Oct 2018	Air Force Domains - Space	Cadet Reader: Air Force Domains Cadet Reader: Space Joint Pub 3-14, <i>Space Operations</i> (Chapters 1 and 2)
Thu, 25 Oct 2018	Air Force Domains - Cyberspace	Cadet Reader: Air Force Domains Cadet Reader: Cyberspace Joint Pub 3-12, <i>Cyberspace Operations</i> (Chapters 1 and 2)
Tue, 30 Oct 2018*	Aircraft Capabilities and Packaging	Cadet Reader: Aircraft Capabilities and Packaging
Thu, 1 Nov 2018*	How the Air Force Deploys	Cadet Reader: How the Air Force Deploys BBP Assignment Due
Tue, 6 Nov 2018	National Security Capstone	TBD
Thu, 8 Nov 2018	Decision Briefings 1-4	Cadet presentations
Tue, 13 Nov 2018	Decision Briefings 5-8	Cadet presentations
Thu, 15 Nov 2018	Decision Briefings 9-12	Cadet presentations
Tue, 20 Nov 2018	Decision Briefings 13-14	Cadet presentations
Thu, 22 Nov 2018	No class; Thanksgiving Holiday	
Tue, 27 Nov 2018	Virtual Staff Ride	Cadet Reader: Virtual Staff Ride: "Operation Anaconda: The Battle of Roberts Ridge"
Thu, 29 Nov 2018	Virtual Staff Ride	Cadet Reader: Virtual Staff Ride: "Operation Anaconda: The Battle of Roberts Ridge"
Tue, 4 Dec 2018	Air Force Heritage Series	Official Memorandum Due
Thu, 6 Dec 2018	Exam #2	
Tue, 11 Dec 2018	No Class	
Thu, 13 Dec 2018	Final Exam Week – No Class	

The syllabus is subject to change

15. Administrative Information:

- a. **Counseling Interviews:** In accordance with AFROTCI 36-2011 and detachment policy, each cadet will meet with their course instructor for an academic plan review and term counseling interview. Each cadet will schedule an appointment with their instructor to complete a counseling session and will bring an updated Academic Plan to the appointment.
- b. **Academic Plan Review:** All cadets must have their academic plan reevaluated and recertified by their university academic advisor every fall term.
- c. **Office Hours:** If you need my assistance or wish to discuss the course, the Air Force, or anything else, do not hesitate to schedule an appointment with me. An open door policy is always in effect; however, an appointment will ensure I am available and not committed to another task.
- d. **Academic Integrity:** Integrity is an Air Force core value. Plagiarism and cheating are examples of behavior that show a lack of integrity. I will not tolerate a lack of integrity. Academic integrity means honesty and responsibility in scholarship. Both professors and students must obey the rules of honest scholarship. Additionally, the core values of the University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the University is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community. For further information on academic dishonesty, please visit <http://catalog.utexas.edu/generalinformation/the-university/>
- e. **Students with Disabilities:** Students with Disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, (512) 471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>
- f. **Accommodations for Religious Holidays:** In accordance with UT policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss class, an examination, a work assignment, or a project in order to observe a religious holy day, you will have an opportunity to complete the missed work within a reasonable time following the absence.
- g. **Behavior Concerns Advice Line (BCAL):** If you have concerns about your safety or the safety of another student, please call the BCAL at (512) 232-5050.

16. Additional AFROTC Cadet Responsibilities and Standards: Cadets must be aware of AFROTC standards (refer to AFROTCI 36-2011). While not all-inclusive, the following are key reminders. Cadets must:

- a. Report **ALL** *negative* civil, military, or school involvements to the detachment **within 72 hours**. If the incident occurs during a school break lasting longer than 72 hours, cadets will report the involvement not later than 72 hours after their return following the break.

- b. Maintain a **full academic load of 12.0 credit hours** (exceptions for final semester).
- c. Maintain a **cumulative GPA of 2.00** or greater to retain AFROTC membership.
- d. Maintain a **term and cumulative GPA of 2.50** to activate or maintain a scholarship. Should a **Scholarship Cadet's** cumulative GPA drop below 2.50, I will issue an Academic Conditional Event (CE). **Multiple Academic CEs could result in suspension or termination of the scholarship.**
- e. Pass all AS courses with a **C or better and no F or incomplete grades** in any of your classes. Correspondence courses must have prior approval to be counted towards full-time status.
- f. Remain in good standing at your institution.
- g. **Discuss plans to drop classes or change majors with your course instructor in advance.**
- h. Meet physical fitness and weight standards.
- i. Meet medical standards and advise cadre of any changes in your status.
- j. Maintain Air Force standards of appearance, leadership, self-discipline, and behavior.
- k. Saluting/Reporting: When in uniform, render a hand salute and verbal greeting to all military officers outside, and when reporting in (whether or not in uniform). Salute all ranking cadet officers, of all military services, when in uniform.
- l. Uniform Wear: Wear your uniform properly and proudly! You must maintain grooming and weight standards to wear the uniform. Note: AFI 36-2903 requires that dress and appearance standards are followed both on- and off-duty.
- m. Civilian Clothes/Uniform: In accordance with AFROTCI 36-2008, cadets will wear their uniform for at least one full day per school week, during their attendance at LLAB, and for Practical Military Training (PMT). GMC cadets will wear appropriate civilian attire to their AS class. POC cadets will wear UOD to their AS class. Cadets may wear appropriate civilian clothes at other times while in CLA. Cadets will not wear any hats inside the building at any time.
- n. Hazing: Hazing is neither honorable nor respectful behavior. Hazing is inconsistent with military order. Do not use your cadet position or rank to take advantage of, or inflict cruelty on subordinates, to include indignity, oppression, or deprivation of any right or privilege to which they are legally entitled. Be honorable and be respectful.

- o. Drugs and Alcohol: Using prescription drugs without a prescription or using illicit drugs is illegal. No drugs, period. Drinking alcohol while under age is illegal. No drinking alcohol unless you are of legal age. Be responsible; do not abuse alcohol and never drive while under the influence of drugs or alcohol.

17. Classroom Evacuation Instruction:

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

Air Force Science Emergency Evacuation Routes

