



AFS 331 SYLLABUS
Unique Number 30950

**Senior Air Force Studies
(Preparation for Active Duty)
Course Syllabus AY 18/19 - Spring Semester**



AFROTC Detachment 825
The University of Texas at Austin

Colonel Paul A. Tombarge
Professor, Air Force Science

Phone: (512) 471-1776
Office: RLP 5.726 (Hours by Appointment at <https://calendly.com/paul-tombarge>)

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
Office: RLP 5.726
Hours by appointment: <https://calendly.com/paul-tombarge>
Phone: 512-471-1776
E-mail: paul.tombarge@austin.utexas.edu
- 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. **An unexcused absence will result in a 2 percent reduction of your 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. Assignments are due at 1200 on the due date. Submissions after 1200 are late and the assignment grade will be reduced by 2 percent for every 24 hours it is 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.

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:

a. Current Events News Briefs:

- i. Overview: Being aware of current events and understanding how they affect the military profession is an important aspect of officership. As such, I expect you to keep abreast of Air Force and military-related news from a variety of publicly available news sources.
- ii. Task: Each class, I will assign a different cadet to provide a short, informal briefing on a military news item related to that day's discussion topic. 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. In other words, you need to provide a brief analysis.
- iii. Deliverable: A short, informal briefing (5 minutes or less, slides not required) as tasked below:
 - 24 Jan: Bath – “Unprofessional Relationships”
 - 29 Jan: Cantu – “Ethical Decision-Making”
 - 31 Jan: Chapman – “Leadership (Legal Authority and/or Lawful Orders)”
 - 5 Feb: Copp – “Leadership (Responsibility)”
 - 7 Feb: Duhaime – “Sexual Assault Prevention and Response”
 - 12 Feb: Ellsworth – “Religious Accommodation”
 - 14 Feb: Fagan – “Suicide Prevention”
 - 19 Feb: French – “Law of Armed Conflict”
 - 26 Feb: Lively – “Military Justice”
 - 28 Feb: Shrader – “Military Justice”
 - 21 Mar: Smith – “Cybersecurity, Managing Air Force Resources, Risk Management, or Civilian Personnel”
 - 26 Mar: Towlson – “Blended Retirement System”

- iv. Grading Criteria: These short briefings will be part of your participation grade.
 - Student must be prepared to brief on the assigned day and assigned topic; participation points for that day will be reduced if not prepared

b. Officer Performance Report (OPR):

- i. Overview: The intent of this assignment is to practice preparing an OPR and to learn what is “good” and what is not so good with regards to bullet writing. I will provide you with a training “RIP,” a blank Air Force Form 707 – Officer Performance Report (AF Form 707), and the information for the rater, additional rater, and reviewer blocks.
- ii. Task: Throughout the semester, you will be responsible for tracking your individual accomplishments in your assigned cadet wing leadership position. You will convert these accomplishments into specific OPR bullet statements that follow the “Action; result--impact” format and then draft your own cadet OPR using the provided RIP and Air Force Form 707.
- iii. Deliverable: Submit a completed OPR to me NLT 1200 on 18 April 2019.
- iv. Grading Criteria: worth 10% of your final grade
 - Administrative data on AF Form 707 must be correct IAW the provided RIP; one point deducted for incorrect data
 - Text must be free of typographical errors; one point deducted for errors
 - Bullets must be in “Action; result--impact” format; one point deducted for incorrect format
 - Acronyms must be defined in section X (Remarks) using the following example format: *Active Duty (AD)*; *Air Force Reserve Officer Training Corps (AFROTC)*; one point deducted for undefined acronyms

c. First Assignment Briefing:

- i. Overview: The intent of this assignment is for cadets to become familiar with multiple Air Force bases, available resources, and how to obtain “self-sponsor” information. I will provide you with an Assignment “RIP.” A list of recommended information websites is listed below:
 - <https://www.af.mil/AF-Sites/>
 - <https://www.military.com/base-guide>
 - www.mybaseguide.com
- ii. Task: You will prepare a 5-10 minute briefing on your base and unit of assignment. Mandatory topics to be covered include:
 - Assigned unit name, parent MAJCOM, mission, and commander
 - Base name, location (city/state/country), parent MAJCOM of owning wing (i.e., your unit might be a tenant), and brief history

- Basic arrival information (e.g., closest civilian airport, closest highway exit, gate hours, etc.)
 - Temporary lodging options and contact information
 - Permanent housing options
 - Local community information and attractions
- iii. Deliverable: All students will prepare and submit PowerPoint slides NLT 1200 on 30 April 2019, regardless of briefing date. Students will then present a 5-10 minute briefing on either 30 April or 2 May 2019 as assigned.
- iv. Grading Criteria: worth 10% of your final grade
- Mandatory topics must be covered; one point deducted if not all are covered
 - Presentation must be no longer than 10 minutes due to overall time constraints; one point deducted for exceeding the time limit

d. **“What Now Lieutenant?” Paper:**

- i. Overview: The intent of this activity is to reinforce self-reflection, self-assessment, and individual accountability concepts introduced throughout ROTC curriculum and activities and to allow cadets to establish specific leadership goals for themselves as second lieutenants. A secondary intent is to reinforce written communication skills.
- ii. Task: Reflect on several questions regarding your own leadership development and goals as you prepare to transition into your role as officers and leaders:
- Who are you as a leader today? Who do you want to become as a leader?
 - What is your leadership philosophy? What is your vision?
 - What characteristics of a leader are most important to you?
 - As a second lieutenant, how will you inspire and motivate your subordinates? Your peers? Your leadership?
 - What are your goals as a second lieutenant? How will you accomplish those goals?
 - What do you never want to lose sight of as a leader, regardless of the rank you wear?
 - How will you care for your Airmen and accomplish the mission?
 - How will you conduct yourself as a leader, both on- and off-duty?
- iii. Deliverable: Submit a one-page paper (Arial or Times New Roman, 12 point, single-spaced) that answers one of the aforementioned questions NLT 1200 on 7 May 2019. Content should be clear, concise, correct, and complete.
- iv. Grading Criteria:
- Text must be no more than one page in length; one point deducted for exceeding one page

- Text must be free of typographical errors; one point deducted for errors

12. Midterm and Final Exams: Exam questions will be 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%
Officer Performance Report	10	10%
First Assignment Briefing	10	10%
What Now Lieutenant? Paper	10	10%
Midterm Exam	30	30%
Final Exam	30	30%
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 GPA of 2.50 to maintain a scholarship. Should a scholarship cadet's term GPA drop below 2.50, I will issue an Academic Conditional Event (CE). 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:

NOTE

The following schedule is subject to change.

Date	Topic	Assignment / Task
Tue, 22 Jan 2019	Welcome, Course Overview, Decision Briefing Requirements, and Effective Communication	
Thu, 24 Jan 2019	Professional and Unprofessional Relationships	Cadet Reader
Tue, 29 Jan 2019	Ethical Decision-Making	
Thu, 31 Jan 2019	Leadership (Authority)	Cadet Reader <i>* Be Prepared To (BPT) discuss case studies</i>
Tue, 5 Feb 2019	Leadership (Responsibility)	Cadet Reader <i>* BPT discuss case studies</i>
Thu, 7 Feb 2019	Bystander Intervention Training <i>* Guest Lecturer: Ms. Marian Trattner, UT Title IX Office</i>	Cadet Reader
Tue, 12 Feb 2019	Religious Accommodation <i>* Guest Lecturer: COL Brad Baumann, U.S. Army Chaplain</i>	Cadet Reader
Thu, 14 Feb 2019	Suicide Prevention	Cadet Reader
Tue, 19 Feb 2019	Law of Armed Conflict	Cadet Reader
Thu, 21 Feb 2019	<i>Optional - USAA Financial Fair</i>	
Fri, 22 Feb 2019	Code of Conduct	Cadet Reader
Tue, 26 Feb 2019	Military Justice	Cadet Reader
Thu, 28 Feb 2019	Military Justice Case Studies <i>* Guest Lecturer: Capt Michael Whiteside, USAF Judge Advocate</i>	Cadet Reader <i>* BPT discuss case studies</i>
Tue, 5 Mar 2019	Corrective Supervision and Counseling	Cadet Reader
Thu, 7 Mar 2019	Corrective Supervision and Counseling Practicum	Cadet Reader <i>* BPT participate in role playing exercises</i>
Tue, 12 Mar 2019	Exam #1	
Thu, 14 Mar 2019	<i>No class – Spring Break</i>	Cadet Reader
Tue, 19 Mar 2019	<i>No class – Spring Break</i>	Cadet Reader

Thu, 21 Mar 2019	eLearning - Cybersecurity, Managing Air Force Resources, Risk Management, Civilian Personnel	TBD
Tue, 26 Mar 2019	Blended Retirement System	Cadet Readers
Thu, 28 Mar 2019	Sexual Assault Prevention and Response <i>* Guest Lecturer: Ms. Breall Baccus, UT Title IX Office</i>	Cadet Reader
Fri, 29 Mar 2019	<i>Optional – Joint Leadership Development Session with Col Tombarge, CAPT Koss, and LTC O'Neill</i>	
Tue, 2 Apr 2019	Airman Comprehensive Assessment	Cadet Reader - AFI 36-2406, <i>Officer and Enlisted Evaluation Systems</i> , Chapter 2
Thu, 4 Apr 2019	Bullet Practicum: Evaluation	Cadet Reader <i>* Individually score awards packages prior to class to enable class discussion</i>
Tue, 9 Apr 2019	Enlisted Evaluation System	Cadet Reader
Thu, 11 Apr 2019	Officer Evaluation System	Cadet Reader
Tue, 16 Apr 2019	Mock Promotion Board	Cadet Reader
Thu, 18 Apr 2019	Career Progression	Cadet Reader <i>* Submit Cadet Officer Performance Reports</i>
Tue, 23 Apr 2019	Pay, Allowances, and Leave	Cadet Reader
Thu, 25 Apr 2019	Base Agencies	Cadet Reader
Tue, 30 Apr 2019	Your First Officer Assignment	Cadet Reader <i>* Submit Briefing Slides * Assignment Briefings</i>
Thu, 2 May 2019	Your First Officer Assignment	Cadet Reader <i>* Assignment Briefings</i>
Tue, 7 May 2019	The Commission/Oath of Office	Cadet Reader <i>* Submit "What Now Lt" papers</i>
Thu, 9 May 2019	Exam #2 – Last Day of Class	

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. Please schedule via <https://calendly.com/paul-tombarge>
- 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 GPA of 2.50** to activate or maintain a scholarship. Should a **Scholarship Cadet's** term GPA drop below 2.50, I will issue an Academic Conditional Event (CE). **Academic CEs could result in suspension or termination of the scholarship.**
- e. Pass all AS courses with a **C or better**.
- 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

