



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)

10 January 2012

MEMORANDUM FOR AS 3320 STUDENTS

FROM: AFROTC Det 165/AS 300 Instructor

SUBJECT: AS 3320 "Leadership Studies II" Course Syllabus

1. Instructor: Captain John-Paul P. Adrian
Office: (404) 894-7379
Mobile: (307) 220-0761
E-mail: johnpaul.adrian@afrotc.gatech.edu
Office Hours: Tuesday and Thursday, 1255 – 1330 and 1500 – 1530
Wednesday 1300-1430
All other times by appointment only
2. Textbooks: United States Air Force Leadership Studies, T-309
Principles of Leadership & Management, T-307
Concepts for Air Force Leadership, T-304/AU-24
The Armed Forces Officer, T-503
The Tongue and Quill, AFH 33-337
Ranger Handbook (Electronic)
U.S. Manual for Courts Martial (Electronic)
OPTIONAL*: Starship Troopers, R. A. Heinlein
The Unforgiving Minute: A Soldier's Education, C. M. Mullaney
Guardians of the Revolution, Ray Takeyh
Afghanistan: A Short History, Martin Ewans
Seven Habits of Highly Effective People, Covey
On Combat, D. Grossman
On Killing, D. Grossman

***: Optional books are not required. Purchase at own expense. Necessary excerpts will be provided as handouts throughout the semester, as required. Material covered in the handouts can/will be covered in quizzes and/or exams.**
3. Scheduling Information: Tuesday and Thursday, 1335 - 1450
4. Course Description: AS 300 is a study of leadership, management fundamentals, professional knowledge, 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 the concepts being studied. For all cadets, a mandatory Leadership Laboratory complements this course by providing advanced leadership experiences in officer-type activities, giving students the opportunity to apply leadership and management principles of this course. Special students are not required to enroll in Leadership Laboratory.

5. Course Objectives: The AS 300 cadet should comprehend selected individual leadership skills and personal strengths and weaknesses as applied in an Air Force environment. The individual should comprehend the responsibility and authority of an Air Force officer, the Air Force officer's responsibilities in the counseling and feedback process and the selected duties and responsibilities as a subordinate leader. The individual should comprehend and apply concepts of ethical behavior as well as comprehend the selected concepts, principles and theories of quality in Air Force leadership and management. The individual should apply listening, speaking and writing skills in Air Force-peculiar formats and situations with accuracy, clarity and appropriate style.

6. Class Preparation: Prepare before each class. Read the assignment and complete any exercises that are required prior to class. Bring all course materials to class. Most importantly, participate in class discussions.

7. Attendance: ATTENDANCE COUNTS. I will take roll. I will decide, on a case-by-case basis, if an absence is excused. For absences which are known/planned in advance, you must submit an official memorandum and turn it in to me BEFORE the day of absence. For unexpected absences, you must submit your official memorandum no later than your first day back to class. Type it in the format outlined in the Tongue and Quill and AFMAN 33-326. If your memorandum is not in the correct format and/or there are excessive errors, you will have one chance to correct it. If it is still not correct, the absence will not be excused, regardless of the reason for the absence itself. Unexcused absences or tardiness will result in points deducted from the Instructor Points part of your grade. AFROTC requires you to attend a minimum of 80% of all classes to be eligible for a passing grade, so **if you miss more than 20% of the classes you automatically fail the course**. You are responsible for all material presented in the classes you miss. Cross-town schools have different calendars than Georgia Tech. Do not assume holidays different from Georgia Tech's calendar are instant excusals from class. You must coordinate with me on potential excused absences due to such differences.

8. Academic Integrity/Academic Freedom: Academic integrity and freedom are essential to fostering a productive learning environment and ensure the highest standards are maintained throughout this course.

a. Academic Integrity: Uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity. All students and permanent-party personnel must adhere to the highest standards of academic integrity. They are prohibited from engaging in plagiarism, cheating, misrepresentation, unprofessional relationships, or any other act constituting a lack of academic integrity. Failure on the part of any individual to practice academic integrity reflects discredit both on the Air Force and on the individual and is not condoned by Air University/Holm Center/AFROTC. All individuals who violate this instruction are subject to adverse administrative action including disenrollment and expulsion from school, disciplinary action, and discharge from the service. U.S. military members may be prosecuted under the UCMJ. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws. AFROTC cadets are held to the same academic integrity standards as other Air University students; however, they are not usually subject to punishment under the UCMJ. If the unit

commander determines that a violation of academic integrity standards took place, he take appropriate action under AFROTC policy guidance, up to and including elimination of non-contract cadets, initiation of disenrollment investigations for contract cadets, and UCMJ action for cadets subject to the UCMJ. (Reference AUI 36-2309)

b. Academic Freedom Policy: The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staff are encouraged to speak and write freely. Even in this academic setting, however, the importance of Air University/Holm Center/AFROTC's military mission requires limits on some types of expression. The following restrictions apply IAW Articles 88 and 89 of the UCMJ (for those to whom the UCMJ applies) and local restrictions/requests for those who are not subject to the UCMJ: Commissioned officers, officer trainees, and cadets may not use contemptuous words toward the President, Vice President, Congress, the Secretary of the Air Force, and others. In addition, military members may not make disrespectful remarks about superior commissioned officers. Faculty, students, and staff members should make every effort to indicate clearly that the opinions they express are personal to the member, and do not represent official views of the their organization, the U.S. government, and all units in between. (Reference AUI 36-2308)

c. Honor Code/Challenge: I expect all students to do their own work unless assigned to a team project. The Georgia Tech honor challenge and the cadet honor code apply to each student.

CADET HONOR CODE

"We will not lie, steal or cheat nor tolerate among us anyone who does."

GEORGIA TECH HONOR CHALLENGE

I commit to uphold the ideals of honor and integrity by refusing to betray the trust bestowed upon me as a member of the Georgia Tech community.

9. Conduct (In and Out of the Classroom):

a. Dress & Appearance: Cadets are required to wear the uniform-of-the-day (UOD) and abide by cadet and military dress and appearance standards as outlined in AFROTCI 36-2008 and AFI 36-2903. Special Students (non-cadets) will wear appropriate attire for the classroom.

b. Customs & Courtesies: Customs and courtesies are integral to every successful officer and leaders in general. This section is meant to give a brief reminder of the importance of showing respect and proper conduct. For cadets who are now part of the POC, this conduct needs to be adopted as your every day action as you are now examples for the GMC and ambassadors for the United States Air Force and Department of Defense (even if you do not always realize it). For special students, it is only through impeccable conduct and righteous motivations that a person can be a true and respected leader. NOTE: The following standards are specific to AS300 AFROTC Cadets, but the intent of these standards applies to all students in this course.

(1) **Timeliness**: Be settled and ready to start class no later than (NLT) the scheduled start time. This applies to PT, LLAB, and any other AFROTC scheduled activity or event. For class,

tardiness will result in deduction of points from the *Instructor Points* portion of your grade and the standard for time is the United States Naval Observatory (available at <http://www.usno.navy.mil/USNO/time>) – I suggest you set your watch to this time. If you are tardy, report to me at the front of the room and request permission to join the class.

(2) Start/End of Class: When I enter the room at the start of class, a cadet must call the room to attention. I will tell you to take your seats. When the class is done, wait for my signal (“Class dismissed”). A student will again call the class to attention. I will then say, “Carry on”, signifying the end of class.

(3) Courtesies Between Cadets and Cadre: ALL cadre (officer/NCO/civilian) is to be treated with the utmost respect and shown proper courtesies. All cadre should be addressed by proper title/last name, and afforded courtesies afforded superiors in the United States Military. Exceptions: NCOs/Civilians are not rendered salutes and POC should use title/last name in place of sir/ma’am for NCOs. Disrespect will not be tolerated.

(4) Conduct Between Cadets: Cadets will afford proper courtesies between one another based upon military customs and courtesies as well as cadet rank while in uniform. The proper address for a fellow cadet is title(Cadet)/last name or sir/ma’am, as appropriate by cadet rank or position. Disrespect will not be tolerated.

C. Classroom/Training Conduct: I expect you to learn and display proper, professional conduct. We practice the Holm Center Training Manual’s mutual respect model in our classrooms. We do not tolerate racial, sexual or ethnic slurs. Free expression of opinions and ideas is encouraged, but must be professional and courteous. To promote free expression, academic freedom and non-attribution will be observed IAW AI 36-2308. There will be no retribution for ideas or opinions expressed in class and students may not attribute an idea or opinion to an individual outside the classroom without that person's consent.

D. Suspenses: All emails, telephone calls, or in-person requests should be answered, if at all possible, that same business day. If not possible, the suspense is NLT COB the following business day. All emails, telephone calls, and suspenses in general are expected to be answered PROMPTLY.

E. Food/Drink in AS300 Class: You are POC cadets and/or upper level students. For this No eating is allowed during class, but you may bring drinks as long as you pick up any garbage and straighten the desks before leaving.

F. Cell Phones: Cell phones must be in **silent** mode or turned off during class time. If your phone rings or vibrates while class is in session, you will be dismissed from class and lose instructor points. Unless there is an emergency situation, or if given permission by the instructor, phones will not be used during class.

G. Use of Laptops/Other Electronic Devices: The use of electronic devices such as laptops will only be allowed when used in classroom for projects or presentations. At all other times,

these devices must be placed into a silent mode (if left on) and stowed away during class. Disruption will result in the loss of instructor points.

10. Course Evaluation:

Item	Weight	GRADE SCALE (%)
Exam 1	200 (20%)	A = 90 - 100
Exam 2	200 (20%)	B = 80 - 89
Individual Briefing	50 (5%)	C* = 70 - 79
Group Briefing	50 (5%)	D = 60 - 69
Writing Assignments	100 (10%)	F = < 60
OPORD Project	200 (20%)	
Counseling Session	50 (5%)	
Instructor Points	50 (5%)	
Form 48	50 (5%)	
Quizzes (2)	50 (5%)	
Total Possible	1,000 (100%)	

*** Cadets must receive a grade of “C-” or better in AS classes and LLAB.**

11. AFROTC Form 48: You are required to complete a revised and updated *AFROTC Form 48*, Planned Academic Program. This assignment is due no later than the day of your counseling session appointment explained in paragraph 11 below. If you do not turn in an AFROTC Form 48 on the day of your counseling session, you will lose 5% of your grade. Each time you turn in an incorrectly completed AFROTC Form 48, you will be docked 1.5% points from your final grade, up to a maximum of 5%. I will discuss this requirement in more detail prior to the due date.

12. Counseling Session: All cadets will sign up for an individual counseling session identified on the counseling session sign-up sheet no later than (NLT) close of business (COB) 7 February 2012. During this session we will review your performance and speak about expectations. Please use this session to discuss with me any AFROTC or other concerns. Failure to sign up before 17 February 2012 and/or meet with me for your scheduled counseling session before the first exam will result in a 10% reduction in your final grade. At the time of your counseling session, you must submit an AF IMT 1206 on a classmate for the fake award of “Outstanding Student Leader of the Year.” It must consist of 15 lines of bullet statements in addition to the headings (given by instructor during assignment of task). This AF IMT 1206 must fact-based and accurate as best as possible. Sub-par performance on this task will result in zero credit for the assignment. The AF IMT 1206 may be resubmitted for partial credit at the discretion of the instructor.

13. Instructor Points: I will award these points based on my evaluation of your performance in class—this will include any quizzes or other assignments that I elect to have, your participation in class, military decorum and bearing, attendance and punctuality.

14. Briefings: This term, your communication skills will be assessed with military briefings on a medal of honor recipient (individual briefing) and a briefing/facilitating a group discussion on an ethical or moral issue for military officers (group briefing) – subject to the approval of

Captain Adrian. You will be evaluated on your preparation, organization and delivery skills. You will also give an impromptu briefing. You will be evaluated on your ability to quickly compose and organize your thoughts as well as your delivery skills. Briefing topics and other details will be discussed in class at a later date. If a briefing requires a redo, the highest possible grade is a “B”. All briefings must be accompanied by a Background Paper in proper formatting (refer to Tongue & Quill). Prior to the presentation, a grading rubric will be provided.

15. Quizzes: You may or may not be given notice prior to quizzes. Whether planned or a “pop” quiz, all material covered in the course (both through assignments as well as in class presentation or discussion) is eligible for inclusion. This same notice of eligible material applies to exams as well. (HINT: If you miss a class for any reason, obtaining notes from a classmate is highly advised.)

16. Withdrawals: If you decide to withdraw from this class after the first week’s change date (20 Jan 10), **YOU MUST COMPLETE THE WITHDRAWAL FORM** from the Georgia Tech registrar, even if you are a cross-town cadet and your school has their own additional drop form. Like all classes, failure to drop the course and LLAB means we must assign you a final grade based upon the criteria established. **Drop Day is 2 March 2011 (tentative).** In addition, we will not sign your withdrawal slip until you **turn in your uniforms and books.**

17. Course Schedule: Attached is a course schedule. Specific learning objectives for each lesson are identified in your student readers. The schedule is subject to change at my discretion. Changes will be announced at least one class period in advance. Students will not be held accountable for incomplete homework due to a course schedule change.

18. I want this to be a fun and enjoyable class with an open atmosphere for learning. I expect you to share ideas freely and learn from each other. I look forward to sharing AF leadership concepts and issues with you and sincerely hope you enjoy this course.

A handwritten signature in black ink, appearing to read "John-Paul P. Adrian". The signature is fluid and cursive, with a long horizontal stroke at the end.

JOHN-PAUL P. ADRIAN, Capt, USAF
Assistant Professor of Aerospace Studies

Attachment:
Course Schedule

AS 3320 “LEADERSHIP STUDIES II” COURSE SCHEDULE

Note: Syllabus is subject to changes

DATE	LESSON TITLE
Key: LL=Leadership Studies Book (T-309), AU=AU-24 Concepts for AF Leaders, LM=Principles of Leadership & Management, AFO= Armed Forces Officer, HO=Handout, TQ= The Tongue and Quill (AFH 33-337)	
10 Jan	Today's Topic: Welcome / Syllabus Review / USAF Equal Opportunity Due Today: None For Next Class: LL Less. 30-31 / Prep for “Court of History” Exercise – Blackhawk Shooting
12 Jan	Today's Topic: Review Leadership Authority/Accountability – “Court of History” Exercise Due Today: LL Less. 30-31 / Prep for “Court of History” Exercise For Next Class: Review LL Less. 27; Read LL Less. 27, 28, 33
17 Jan	Today's Topic: Corrective Supervision and Counseling Part 1 Due Today: Review LL Less. 27; Read LL Less. 28, 29, 33 For Next Class: Review
19 Jan	Today's Topic: Corrective Supervision and Counseling Part 1 - Continued Due Today: Review For Next Class: HO #3, #4, Review LL Less 27, 28, 29, 33
24 Jan	Today's Topic: Corrective Supervision and Counseling Part 2 - Practicum Due Today: HO #3, #4, Review LL Less 27, 28, 29, 33 For Next Class: HO #5, #6, Review Punitive Articles of the UCMJ
26 Jan	Today's Topic: Corrective Supervision and Counseling Part 3 – Practicum Due Today: HO #5, #6, Review Punitive Articles of the UCMJ For Next Class: LL Less. 34 & 35, Write LOR for SrA J.S. Snuffy
31 Jan	Today's Topic: USAF Core Values and the Military Officer/ Discussion / “A Few Good Men” Due Today: LL Less. 34 & 35 For Next Class: LL Less. 36, “Military OR Ethics” by J.H. Toner (HO), “Making Ethical Decisions: A Practical Model” by J. R. Schafer
2 Feb	Today's Topic: Ethical Moral Leadership in the Military Due Today: LL Less. 34 & 35 For Next Class: LL Less. 36, “Military OR Ethics” by J.H. Toner (HO), “Making Ethical Decisions: A Practical Model” by J. R. Schafer For Next Class: Torture Interrogation of Terrorists: A Theory of Exceptions by Major W.D. Casebeer, USAF, Ph.D.
7 Feb	Today's Topic: Torture, Enhanced Interrogation, Interrogation Due Today: Torture Interrogation of Terrorists: A Theory of Exceptions by Major W.D. Casebeer, USAF, Ph.D. For Next Class: Prepare for discussion
9 Feb	Today's Topic: Torture: Necessary, Necessary Evil, or Never to be used? Due Today: Prepare for discussion For Next Class: PFW/WAPS/EPR PPT, Review Bullet Writing PPT, Write a PFW for your new NCO (TSgt G.R. Done) – printed copy due next class

14 Feb	<p>Today's Topic: WAPS/CDCs/PFW/EPR</p> <p>Due Today: PFW/WAPS/EPR PPT, Review Bullet Writing PPT, Write a PFW for your new NCO (TSgt G.R. Done) – printed copy due next class – 17 Feb 11</p> <p>For Next Class: Review WAPS/CDCs/PFW/EPR</p>
16 Feb	<p>Today's Topic: WAPS/CDCs/PFW/EPR</p> <p>Due Today: Review WAPS/CDCs/PFW/EPR</p> <p>For Next Class: Group Presentation/Leading Discussion on a military moral/ethical issue</p>
21 Feb	<p>Today's Topic: Group Presentation/Leading Discussion on a military moral/ethical issue</p> <p>Due Today: Group Presentation/Leading Discussion on a military moral/ethical issue</p> <p>For Next Class: Presentations</p>
23 Feb	<p>Today's Topic: Group Presentations, Instructor Flex Time</p> <p>Due Today: Presentations</p> <p>For Next Class: : LL Less 37, "The Early Retirement of Gen. Ronald R. Fogleman" by Doctor R.H. Kohn</p>
28 Feb	<p>Today's Topic: Joint Ethics, Gen Fogleman Case Study, Discussion of Joint Operations</p> <p>Due Today: LL Less 37, "The Early Retirement of Gen. Ronald R. Fogleman" by Doctor R.H. Kohn</p> <p>For Next Class: HO #7, HO #8</p>
24 Feb	<p>Today's Topic: Killing – How/Why we train? Can I do it? With a missile? Gun? Nuke?</p> <p>Due Today: HO #7, HO #8</p> <p>For Next Class: Briefing Choice – Medal of Honor Recipients – Email/Submit NLT 28 Feb</p>
28 Feb	<p>Today's Topic: Briefing Discussion/ Exam Review</p> <p>Due Today: Briefing Choice Due NLT 28 Feb</p> <p>For Next Class: STUDY!</p>
1 Mar	<p>Today's Topic: Exam I</p> <p>Due Today: STUDY</p> <p>For Next Class: Prep for Briefings</p>
6 Mar	<p>Today's Topic: Briefings</p> <p>Due Today: Prep Briefings</p> <p>For Next Class: Prep Briefings, "Ethical Decision Making Medthod" Eval, "Ethical Leadership for the Junior Officer" (ELJO) Case Studies: Leadership (The Exercise), Responsibility (Need to Know), Loyalty (The Hearing), Truth (The Contusion)</p>
8 Mar	<p>Today's Topic: Briefings/ Exam Review</p> <p>Due Today: Briefings, "Ethical Decision Making Medthod" Eval, "Ethical Leadership for the Junior Officer" (ELJO) Case Studies: Leadership (The Exercise), Responsibility (Need to Know), Loyalty (The Hearing), Truth (The Contusion)</p> <p>For Next Class: "Ethical Decision Making Medthod" Eval, "Ethical Leadership for the Junior Officer" (ELJO) Case Studies: Leadership (The Exercise), Responsibility (Need to Know), Loyalty (The Hearing), Truth (The Contusion)</p>
13 Mar	<p>Today's Topic: ELJO Case Study Review</p> <p>Due Today: "Ethical Decision Making Medthod" Eval, "Ethical Leadership for the Junior Officer" (ELJO) Case Studies: Leadership (The Exercise), Responsibility (Need to Know), Loyalty (The Hearing), Truth (The Contusion)</p> <p>For Next Class: Ranger Handbook -- (Selected Chapters), Remember The Titans Case Study,</p>
15 Mar	<p>Today's Topic: Remember the Titans Case Study // Discussion – What is Peace?</p>

	Due Today: Ranger Handbook -- (Selected Chapters), Remember the Titans Study, For Next Class: Ranger Handbook - - (Remainder of Chapters) – Have a safe/good break!
20 Mar	No Class – Georgia Tech Spring Break
22 Mar	No Class – Georgia Tech Spring Break
27 Mar	Today's Topic: Ranger Handbook / OPORD Exercise / OPORD Project Review Due Today: Ranger Handbook For Next Class: “Cultural, Religious, and Ideological Perspectives on the Just War Doctrine and the Customary Laws of Armed Conflict: Western (Catholic) and Islam (Shiite)” by LtCol Theresa Pitts, USAF
29 Mar	Today's Topic: Islam in 10 minutes // Just War Doctrine – Is War Just? Just Necessary? Neither? Due Today: “Cultural, Religious, and Ideological Perspectives on the Just War Doctrine and the Customary Laws of Armed Conflict: Western (Catholic) and Islam (Shiite)” by LtCol Theresa Pitts, USAF For Next Class: Nothing
3 Apr	Today's Topic: The Great Escape Movie Clip (Operations Orders) / Look at OPORD Due Today: N/A For Next Class: Review OPORD
5 Apr	Today's Topic: OPORD Assignment Due Today: Review OPORD For Next Class: Nothing
10 Apr	Today's Topic: OPROD WORK TIME Due Today: N/A For Next Class: OPORD GROUP WORK
12 Apr	Today's Topic: OPORD WORK TIME Due Today: N/A For Next Class: Prep OPORD Presentation
17 Apr	Today's Topic: OPORD Presentation / Exam Prep Due Today: Study for Exam For Next Class: STUDY!
19 Apr	Today's Topic: Exam II Due Today: STUDY! For Next Class: None
24 Apr	Today's Topic: OPORD Execution! Due Today: None For Next Class: None
26 Apr	Today's Topic: Surveys – Q&A Due Today: None For Next Class: Be safe over the summer – Good luck on finals
	END OF TERM