



**DEPARTMENT OF THE AIR FORCE**  
AIR FORCE ROTC DETACHMENT 165

23 August 2011

MEMORANDUM FOR AFROTC DET 165 CADETS

FROM: AFROTC DET 165 OPERATIONS FLIGHT COMMANDER (AFROTC DET 165/OFC)

SUBJECT: Fall 2011 Leadership Laboratory (LLAB) Syllabus

1. Instructor: Capt Kyle Garwick, (404) 894-7386, [coc@afrotc.gatech.edu](mailto:coc@afrotc.gatech.edu)  
Office hours by appointment only  
Office located in O'Keefe Building, 2nd Floor, Room 205E
2. Courses: AS1111, AS2211, AS3311, AS4411
3. Textbooks: LLAB Curriculum Handbook, T-508 (Wing Staff Only)  
Airman's Manual, AFPAM 10-100
4. Course Description and Grading: Leadership Laboratory provides students with a chance to apply leadership lessons in a experience-based, practical setting. Students will learn military customs and courtesies, drill and ceremonies, physical training, and other activities. Initial Military Training (IMT) students (AS 1111) will focus on learning the basics of military life and introduction to the US Air Force as well as becoming acclimated with AFROTC. Emphasis is given to Field Training Preparation (FTP) students (AS 2211) on learning skills necessary for Field Training. Intermediate and Senior Cadet Leaders (ICL & SCL – AS 3311 and AS 4411, respectively) are provided increased leadership opportunities and lead the cadet wing (CW). Extended Cadet Leaders (ECL) will actively participate by providing mentorship to other cadets. See attached LLAB objectives for additional details. Leadership Laboratory is a pass/fail course. Any student who fails to meet minimum attendance standards for Physical Training (PT) or LLAB, fails to attempt the Physical Fitness Assessment (PFA), and/or shows indifference to military training will earn a failing grade. See paragraph 8 for details on the LLAB/PT attendance policy.
5. Course Goals: Students will learn and apply leadership lessons, learn drill and ceremonies and prepare for active duty in the United States Air Force.
6. Schedule: LLAB is scheduled every Tuesday and Thursday from 1205-1255. PT is offered four times per week: Tues 1535-1635, Wed 0600-0700, Thurs 1535-1635 and Fri 0600-0700. All students are **required** to attend two PT sessions a week. Times and locations for LLAB and PT may change due to special events. Detailed instructions for each week will be published in the weekly Operation Orders. Operation Orders list time, location, required uniform(s), and other information required to complete the events and objectives for each week. The orders can be accessed on the Detachment Wiggio page ([www.wiggio.com](http://www.wiggio.com)); a hard copy will be posted on the Operations Board in the detachment.
7. Types of Training: AFROTC offers many different training opportunities to learn about the Air Force, volunteer in your community, and to have fun. As such, it is important to know which is mandatory and which is not.

a. Mandatory Practical Military Training (PMT) requires attendance. Mandatory PMT is any AFROTC-sponsored training activity that covers LLAB objectives. This includes LLAB and PT sessions. Dining-In/Out as well as Leadership Lab Incentive Program events are considered mandatory PMT. Mandatory PMT is time constrained per AFROTC Instructions. Dress, appearance, and military courtesies apply during all mandatory PMT events. Cadets are authorized medical care for any injuries sustained while performing mandatory PMT activities.

b. Voluntary PMT is not mandatory. These events are highly encouraged for military training. They are in addition to mandatory PMT, but are not required to pass this course. These types of events include, but are not limited to, base visits, drill team, and honor guard. These events are voluntary, however are highly encouraged if your academic schedule permits and participation may affect your overall ranking for scholarships, awards and decorations, field training enrollment allocations, rated officer allocations, etc. They add to a cadet's development, but again they are not required to pass this course. Dress, appearance, and military courtesies apply during all voluntary PMT events. Cadets are authorized medical care for any injuries sustained while performing voluntary PMT activities.

c. Non-PMT are not AFROTC-sponsored events. Cadets may plan a number of esprit-de-corps activities outside of LLAB. They are "for-fun" events intended to improve morale and enhance the college experience. These include Cadet Support Association (CSA), Arnold Air Society, flight meetings, recruiting events, intramural sports, field training prep sessions, color guard, field days, and many other events. Although these events are planned and attended by cadets, participation is in your normal student capacity or as a student government organization. You may participate in Non-PMT activities at your own risk. Cadets are **NOT** authorized medical care for any injuries sustained while performing non-PMT activities and injuries could result in loss of AFROTC status and benefits.

8. Attendance Policy: Only PMT, comprised of LLAB, PT, and special events as described in paragraph 8a are mandatory. You are **required to attend no less than 80% of all LLAB sessions** (to include special events) to receive a passing grade. PT is mandatory and PT objectives and attendance are part of LLAB grading. You are required to **attend no less than 80% of required PT sessions per term (2 sessions per week)**. If you attend less than 80% of required LLAB/PT sessions, you will receive a failing grade for this class. LLAB and PT attendance is tracked via the "Accountability Spreadsheet" which will be posted on Wiggio each week. It is your responsibility to sign in with the designated accountability officer at each LLAB/PT session and track your attendance each week via the "Accountability Spreadsheet" to ensure you meet the 80% attendance requirement. Please note: **the basis for disenrollment from AFROTC exists the moment a cadet misses enough AFROTC classes or mandatory practical military training (LLAB and PT) that it becomes impossible for the cadet to successfully complete the course and/or receive a passing grade.**

a. If you miss LLAB or fail to attend 2 PT sessions in a week, **and it is a possible excused absence**, you are required to submit the reason for the absence as well as documentary proof (e.g. doctors note, police report, etc) in a correctly formatted official memorandum (OM) emailed directly to the Operations Flight Commander (Ops Flight CC) **no later than the Sunday following the absence**. Excused absences will be authorized by the Ops Flight CC on a case by case basis but will not be considered if you do not provide sufficient documentary proof as listed above.

If the absence is **not** an excused absence:

- i. Do not complete an OM
- ii. You will not be allowed to complete a make-up session

If the absence is an excused absence:

- i. Excused LLAB sessions will require direct contact with the Ops Flight CC.
- ii. The Ops Flight CC will authorize you to make up the excused PT sessions by attending more than two (but not to exceed three) required sessions per week.
- iii. Due to the nature of LLAB training, there is no guarantee you will be provided a make-up session.
- iv. Any excused absences must be made up no later than the end of Week 15. **No exceptions.**
- v. Any issues with the accuracy of the “Accountability Spreadsheet” must be cleared up with the Accountability Officer no later than the end of Week 15.

b. Medical Issues: Students **must** complete all the necessary medical clearance paperwork **prior to PT participation.** For contracted cadets, to include all ICL/SCL/ECL members and IMT/FTP members on scholarship, you must have a certified DODMERB Physical. For non-contracted cadets, to include non-scholarship IMT/FTP members, you must have an AFROTC Form 28, *Pre-Participatory Sports Physical* signed by a physician and on file with the Detachment. If you do not have the correct paperwork on file, or if your DODMERB physical is in “remedial” status, you will still be required to attend LLAB and PT, but you will not be allowed to participate. If you sustain an injury or experience a change in your medical status, you must notify the Detachment within 72 hours. You will not participate in PT until properly cleared by a doctor. Regardless of medical status, **the LLAB and PT attendance policy detailed in paragraphs 8a – 8c are ALWAYS in effect and must be adhered to in order to earn a passing grade.**

c. Make-Up Policy: Students may complete tasks to make-up absences from LLAB and PT only for excused absences and with direct approval from the Ops Flight CC. Due to the nature of Leadership Laboratory it is very difficult to make-up missed class time, so make every effort to attend. Make-up LLAB sessions must be coordinated directly with the Operations Flight Commander (OFC). Excused PT sessions may be made up (only with prior authorization from the OFC) by attending more than the two (but not to exceed three) required sessions per week.

9. **Dress, Appearance, and Military Courtesies:** You must adhere to dress, appearance, and military courtesies **at all times.** This includes uniform wear, personal grooming standards, and customs and courtesies. Violations of these standards will result in counseling with the Ops Flight Commander and a Form 16 Counseling Record that will become part of your permanent cadet records.

a. Uniform Wear: You will wear the uniform of the day (UOD), as directed by the Operation Orders on Tuesdays and Thursdays from 0800 to 1630. You must also wear the UOD at LLAB. Counseling with the Ops Flight CC may result if the improper uniform is worn. Your uniform should be clean and in good condition. If you do not have all of your uniform items, the dress code will be business casual, unless otherwise directed. For example, males may wear khaki pants, a conservative collared shirt or detachment shirt, and closed-toe shoes and females should wear dress slacks or skirts (at least knee length), and a conservative blouse (no bare midriffs). Do not wear sandals or high heels.

b. Grooming Standards: Grooming standards will be adhered to at all times at the Detachment, whether you are in uniform or not. See the Warrior Handbook or Cadet Guide for grooming standards. Also, you may reference AFI 36-2903, “DRESS AND PERSONAL APPEARANCE OF AIR FORCE PERSONNEL” for detailed uniform and appearance regulations.

c. Customs and Courtesies: The appropriate customs and courtesies and good manners will be used at the Detachment at all times, not just during LLAB and PT. Manners towards the cadre will be impeccable. You must always correctly report in to all staff members if you need to see them for any reason. Never speak to them through their door unless they have given you permission. See the Warrior Handbook or Cadet Guide for further details on customs and courtesies, saluting and reporting in.

10. Withdrawals: If you decide to withdraw from this class past the first week's ADD/DROP date, **YOU MUST COMPLETE THE APPROPRIATE WITHDRAWAL PROCEDURES, as prescribed by the Georgia Tech Registrar and/or Cross-Registration Office.** If you are a cross-town cadet, you must withdraw under Georgia Tech's procedures and then complete the withdrawal as prescribed by your home institution. Similar to all classes, failure to drop the course means we must assign you a final grade based upon the criteria established. In addition, **we will not authorize/finalize your withdrawal until you turn in all returnable textbooks and uniform items.** If you intend to drop LLAB, please notify the OFC and/or your primary AS Instructor.

11. You must read AND understand the attached Academic Freedom/Integrity Policy and Honor Code attached to this syllabus. Integrity violations (to include but not limited to plagiarism, academic cheating, lying, stealing, etc) are a very serious offense. Perpetrators will immediately be removed from training and investigated for disenrollment or release from AFROTC.



KYLE B. GARWICK, Capt, USAF  
Operations Flight Commander

2 Attachments:

1. Academic Freedom/Integrity Policy and Honor Code
2. LLAB Objectives

## Academic Freedom/Integrity Policy and Honor Code

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.

## **LEADERSHIP LABORATORY OBJECTIVES**

The following list of **mandatory** LLAB objectives must be presented. Where a block is marked with an 'X', the lesson objective must be presented to cadets in that category.

#	LLAB LESSON OBJECTIVES	IMT	FTP	ICL	SCL	ECL
1	Know the Air Force and AFROTC grade structure and insignia.	X				
2	Know the Air Force and AFROTC chain of command.	X				
3	Know the AFROTC Honor Code.	X				
4	Apply proper courtesies and procedures associated with the United States flag.	X				
5	Apply individual and flight drill positions	X				
6	Apply basic individual and flight drill movements.	X				
7	Apply effective followership and teamwork skills.	X	X			
8	Know the environment of an Air Force officer.	X	X			
9	Apply correct guidon procedures during cadet drill & ceremonies practice and official functions.		X			
10	Apply the principles of advanced individual and flight drill movements in LLAB.		X			
11	Apply the skills needed to be an effective flight commander.		X			
12	Know road guard procedures.		X			
13	Apply proper individual drill evaluation (IDE) procedures.		X			
14	Know proper dorm maintenance procedures and requirements.		X			
15	Know the mental, physical and administrative requirements of Field Training.		X			
16	Apply proper open ranks inspection procedures.		X			
17	Know key personnel parade procedures.		X			
18	Know Field Training (FT) military decorum.		X			
19	Apply learned information during esprit de corps activities.	X	X	X	X	X
20	Comprehend the principles of the Holm Center Training Manual (HCTM).	X	X	X	X	X
21	Apply leadership and followership skills through a cadet mentor program.	X	X	X	X	X
22	Know the principles of Air Force Health and Wellness.	X	X	X	X	X
23	Apply proper Air Force customs and courtesies.	X	X	X	X	X
24	Apply proper Air Force dress and grooming standards.	X	X	X	X	X
25	Know the proper procedures and history behind the Air Force Dining-In/Out	X	X	X	X	X
26	Comprehend how to effectively execute all functions associated with the reveille (flag-raising) ceremony, retreat ceremony, and parade.	X	X	X	X	X
27	Apply the AFROTC Awards and Decorations program in a formal awards ceremony.	X	X	X	X	X
28	Apply leadership and managements skills in supervising the cadet corps or through advanced leadership experiences.			X	X	X
29	Apply proper feedback and performance evaluation skills.			X	X	X
30	Comprehend topics of importance to cadets about to enter active duty.				X	
31	Apply leadership, management and problem-solving skills in special projects/positions.					X
32	Comprehend issues and topics given in a Commander's Call environment.	X	X	X	X	X
33	Physical Training (PT).	X	X	X	X	X
34	Comprehend the Expeditionary Requirements of Field Training.		X			
35	Know the definition of Wargaming				X	

IMT – Initial Military Training  
FTP – Field Training Preparation  
ICL – Intermediate Cadet Leaders

SCL – Senior Cadet Leaders  
ECL – Extended Cadet Leaders