



**DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND**

21 Aug 22

MEMORANDUM FOR AS300 STUDENTS

FROM: AFROTC DET 150/APAS

SUBJECT: Syllabus, AFR 3220, Leading People and Effective Communication

1. Welcome to the fall semester of Air Force ROTC and to the POC. I hope you had a great summer and an enlightening Field Training experience. Hopefully, you now know a great deal more about your leadership capabilities and potential than you did prior to departing for the summer. My goal is to ensure you capitalize on that knowledge throughout this semester.
2. As new members of the POC, you are expected to serve as role models and mentors to the GMC cadets. Do not take this responsibility lightly. I challenge you to think back to your GMC years. What traits did you admire in the POC? What traits did you hate? Keep this in mind as you work to become the kind of leader you want to be. I expect each of you to listen, learn and actively participate in AFR3220.
3. Your number one priority while participating in AFROTC is your academic performance. To be clear, for all cadets, your AFROTC requirements ARE part of your academic performance. In addition to the Aerospace Studies class, you must be enrolled in AFR 3220L for the lab portion of AFROTC which includes meeting Practical Military Training (PMT) objectives. According to AFROTCI 36-2011, volume 3, we have a maximum of 6 hours of PMT per week (more can be approved by the Det commander).
4. Additional activities through Billy Mitchell Drill Team, Arnold Air Society, or Avigator Booster Club are not a mandatory part of the AFROTC program and will not be considered when evaluating your performance in the AFROTC program. However, your actions while participating in these organizations are a direct reflection of the USAF and AFROTC Det 150, and will be handled accordingly.
5. Take time to review the course description, objectives, requirements and schedule detailed in the attachment. Read and adhere to this guidance now and consistently throughout the semester.

//signed//

THOMAS B. RICH, Capt, USAF  
Assistant Professor of Aerospace Studies

1 Attachment:  
AS300 Syllabus – Fall 2022



# AS300 Syllabus – Fall 2022

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## COURSE DESCRIPTION & OBJECTIVES

**1. Title – AFR 3220, Leading People and Effective Communication**

**2. Course Description** – AFR 3220 is designed to prepare students to become Air Force officers. Students will focus on gaining an in-depth understanding of leadership principles, management fundamentals, professional knowledge, personnel and evaluation systems, leadership ethics, and communication skills. The course is instructed through formal and informal lecture, discussion, multimedia, and group projects. Individual lessons are built upon student readings so student preparation is an important facet of the course. Student participation drives subject matter understanding and builds relationships and camaraderie among the students, which serves to enhance the overall ROTC experience.

**3. Instructor** – Captain Thomas B. Rich, 211 Van Fleet Hall, (352) 392-1355, [thomas.rich@ufl.edu](mailto:thomas.rich@ufl.edu). I encourage you to reach out to me with any questions or concerns. Should any circumstances arise that could affect your performance or attendance, you are required to keep me informed to prevent an adverse impact on your academic standing and military training. I am available for walk-in meetings most weekdays between 0900 and 1200; please schedule an appointment for anything outside of these hours.

**4. Course Goals** – 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.

**5. Required Texts** – There are no hardcopy textbooks required for this class. All required materials are available electronically on UF's Canvas Application.

## CLASS REQUIREMENTS AND POLICIES

**6. Uniforms** – All cadets will wear the uniform of the day (UOD) to class. Air Force personal appearance standards must be met in accordance with DAFI 36-2903. **Any cadet not in uniform when required** must explain in writing the circumstances for being out of uniform by using the official memorandum, which will be due to me via email within 3 calendar days of the occurrence. Academic Only or "Participating" Students are not authorized uniform wear but should still maintain Khaki and Polo attire.



# AS300 Syllabus – Fall 2022

## 7. Grading Criteria – Grades will be determined as follows:

Degree Plan and Term Counseling	20 pts
Communications Assignments	40 pts
Weekly Quizzes	40 pts
<b>Total Possible</b>	<b>100 Pts</b>

Grade Scale		
<b>A</b>	<b>90-100</b>	<b>4.0 Points</b>
<b>B</b>	<b>80-89</b>	<b>3.0 Points</b>
<b>C</b>	<b>70-79</b>	<b>2.0 Points</b>
<b>D</b>	<b>60-69</b>	<b>1.0 Points</b>
<b>F</b>	<b>Below 60</b>	<b>0 Points</b>

*\*All students must achieve a grade of C or better to pass AFR 1120.*

Failed AS Classes. Cadets may apply for re-entry, but the failed class(es) will have to be re-accomplished for AFROTC credit.

Incompletes. The Det/CC must approve all “Incompletes” for AS classes. “Incompletes” must not be used for unusual or unavoidable circumstances, such as an extended illness. “Incompletes” must not be used for make-up of unsatisfactory or delinquent work, or as a sanction for cadets who do not return uniforms. An “Incomplete” must be resolved NLT the end of the following term or it will constitute a failure.

### Links.

- UF Undergraduate Catalog: <https://catalog.ufl.edu/>
- Current UF grading policies may be found at:  
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>
- SF Grading Policy: <https://www.sfcollege.edu/registrar/grading-policy/index>

**8. Assignments** – Readings, assignments, & quizzes are due at the start of class. A penalty will be assessed for late assignments with **2 points** taken off for each day it is late (all communications assignments are worth 10 points; if one of these assignments is turned in 1 day late, it will receive a maximum of 8 of 10 points). Questions will come from lesson objectives reflected in the week’s reading assignments.

### Degree Plan (FM48) & Term Counseling (20 points): Due by 21 September 2022

- Form 48 must be complete and signed by academic counselor prior to term counseling
- Term counseling must be complete by 21 September 2022

### Communication Studies (40 pts total): See syllabus page 6 for assignment details

- Field Training Reflection Paper (10 pts): Due 31 August 2022
- Bullet Writing (10 pts): Due 28 September 2022
- Bias Self Reflection Paper (10 pts): Due 9 November 2022
- Decoration Citation (10 pts): Due 30 November 2022



# AS300 Syllabus – Fall 2022

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Weekly Quizzes (40 pts): Due by Wednesday each week a lesson is scheduled; beginning week 2 Weekly quizzes will be administered through Canvas. You will have 60 minutes to complete each quiz. You will be allowed two attempts; the latest attempt will be counted as your score, not your highest grade. Quizzes will be available in Canvas from the beginning of the semester through Wednesday of the week it is due; you are free to work ahead, but it must be accomplished prior to showing up for class on the corresponding Wednesday with at least a basic understanding of each sample of behavior.

**9. Class Leader** – I will appoint a class leader. This position may rotate periodically throughout the semester. At the minimum, the class leader will be responsible for the following (duties may be delegated, but the class leader remains fully responsible for accomplishment):

- a. Collecting assignments prior to class start
- b. Calling the classroom to attention
- c. Attendance
- d. Room care
- e. Briefing schedules (NWS)

**10. Attendance** – I expect you to attend my class and to be on time. All students must attend at least 80 percent of the scheduled class sessions. The attendance requirement is mandatory and is not flexible.

Students with confirmed class conflicts will receive attendance credit by making up the training objectives for the class IAW AFROTCI 36-2011, volume 3. See me for more information on how to accomplish this.

Poor time management does not warrant an excused absence. It is professional courtesy to coordinate with me ahead of time if you are going to miss a class. If you miss a class, you must contact me within 3 calendar days following the absence with documentation (verification of doctor's visit, excuse note, etc.) to determine if the absence is excused. Requirements for class attendance, make-up exams, assignments and other work in this course are consistent with university policies that can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

*If you decide to drop, withdraw, or not meet the attendance requirements stated above, it is your responsibility to ensure you are administratively dropped by your registrar. If you do not meet attendance requirements and are still formally enrolled at the end of the semester in this class and/or the corresponding leadership lab, you will be awarded a failing grade.*

**11. Class Comportment** – The atmosphere will be professional, but intellectually permissive. You are expected to be in the classroom and ready to start on time. The classroom will be called to attention when Cadre enter and exit. Clear your desk of anything not needed for class. Snack foods and drinks are permitted in the classroom. This is a privilege that can be rescinded if abused; ensure the room is clean before you leave the area. Cell phone use is not allowed during class, silence all electronics.



# AS300 Syllabus – Fall 2022

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**12. Integrity** – Intentionally passing off someone else’s work as your own (plagiarism) or gaining unfair advantage during exams (cheating) is not consistent with the integrity we expect of officer candidates. Confirmed plagiarism or cheating will result in an E for the course and, if applicable, investigation for disenrollment from AFROTC.

**13. Students with disabilities** – Students requesting classroom accommodation must first register with the Disability Resource Center (352) 392-8565, <https://disability.ufl.edu>. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

**14. Makeup Work/Exams** – Only in unusual or unavoidable circumstances will makeup work/exams be offered. These will be handled on a case-by-case basis and **MUST** be coordinated ahead of time or immediately upon return to school. If you miss a class, **you** are responsible to work with the class leader for notes and to contact the instructor for missed work/assignments. Makeup work will not be assigned after 7 calendar days from the missed class.

**15. Class Dates and Times** – Class will be held in the Van Fleet Hall front classroom on Wednesdays from 1250-1550. There is no alternate meeting time/location for this class. If you have a class conflict, you must obtain a letter from your advisor specifically stating that there are absolutely no other options available for the other class(es) that there is a conflict with. This is due to me by close of business (COB = 1700) on 2 September 2022. If you have a conflict with a portion of the class, but not the entire 3 hours, then you are expected to report for class as soon as practical. **Each student’s class schedule shall be provided to the instructor NLT 7 September 2022.**

**16. Academic Freedom** – The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staffs are encouraged to speak and write freely. “Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution” (AUI 36-2608, para. 2.4.). Due to our military profession, there are some limitations to our academic freedom. This subject will be briefed in detail at the beginning of the semester; if you have any questions see your instructor as soon as possible.

**17. Academic Honesty Statement** – UF students are bound by The Honor Pledge which states, *We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by Student the Honor Code. On all work submitted for credit by Students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”*

The Honor Code (<https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor.



## AS300 Syllabus – Fall 2022

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**18. Course Feedback.** Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.



# AS300 Syllabus – Fall 2022

## AS300 CLASS SCHEDULE & REQUIRED READINGS

Required readings are to be completed **BEFORE** class and are from *Air and Space Studies 300*.

Date	Lesson	Topic	Class Prep/Assign
24 Aug 22	1	Welcome / Course Overview (1) / Admin	
31 Aug 22	2, 3, 4	OPSEC (1) / Critical Thinking (1) / DAF Leader Development (1)	Field Training Reflection Assignment Due
7 Sep 22	6, 7	DAF Writing (2) / Informative Brief Reqs (1)	
14 Sep 22	5, 18	Change Management (1) / Managing Competing Priorities (2)	
21 Sep 22	11, 12	Bullet Statements (1) / Bullet Practicum: Writing (2)	
28 Sep 22	9, 10	The Enlisted Force (1) / The Commissioned Perspective (2)	Bullet Writing Assignment Due
5 Oct 22		*Admin*	
12 Oct 22	8, 19	Effective Supervision (1) / Airmanship (2)	
19 Oct 22	14, 20	Leading Diverse Organizations (2) / Code of Conduct (1)	
26 Oct 22	17, 15	Your Financial Future: Part 2 (1) / Cross-Cultural Competence (2)	
2 Nov 22	13, 16	Bias (2) / Extremism (1)	
9 Nov 22	21	Joint Ethics (1)	Bias Self Reflection Assignment Due
16 Nov 22		*Admin* (Capt Rich TDY)	
23 Nov 22		NO CLASS – THANKSGIVING (23-26 Nov)	
30 Nov 22	22	AF Heritage Series (1)	Decoration Citation Assignment Due
7 Dec 22		*Admin*	
14 Dec 22		NO CLASS – FINAL EXAM (23-29 Apr)	

All required materials can be found on the course page in Canvas (<http://elearning.ufl.edu/>).





# AS300 Syllabus – Fall 2022

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## COMMUNICATIONS STUDIES ASSIGNMENTS

### **Topic: Field Training Reflection**

**Due:** 31 August 2022

**Organization:** MFR must be formatted IAW AFH 33-337, *The Tongue and Quill*

**Length:** 1 ½ to 2 pages

**Grading:** 10 pts total; Overall Formatting (5 points), Content & Grammar (5 points)

Write a 1 ½ to 2-page memorandum reflecting on leadership lessons learned and goals achieved while at field training this past summer. The following suggestions are offered to jump start your imagination (you do not need to answer all of these prompts):

- What were your expectations of field training? What differed from your expectations?
- How did you develop as a leader while attending field training?
- Did you accomplish your field training goals? If so, why? If not, why not?
- What did you learn about leadership in general while attending field training?
- What did you learn about yourself while attending field training?

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### **Topic: Bullet Writing**

**Due:** 28 September 2022

**Organization:** Bullets will be written on AF1206, found on AF E-Publishing

**Length:** Minimum of 5 bullets

**Grading:** 10 pts total; Overall Formatting (5 pts), Content (5 pts)

Write a minimum of 5 bullets on an AF Form 1206, using things that you've accomplished over the last 5-6 weeks since the semester has started. If possible, write more than 5 bullets, which may include accomplishments from previous semesters, as well as things from AAS/BMDT/ABC. The first 5 bullets must be from this semester alone.

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### **Topic: Bias Self Reflection**

**Due:** 9 November 2022

**Organization:** MFR must be formatted IAW AFH 33-337, *The Tongue and Quill*

**Length:** 1 ½ to 2 pages

**Grading:** 10 pts total; Overall Formatting (5 points), Content & Grammar (5 points)

Following the lesson titled "Bias", write a 1 ½ to 2-page MFR. Reflect on your own potential biases, as well as identify strategies to mitigate the impact of these biases. The following considerations are offered to establish a train of thought, but you do not need to respond to all prompts:

- What decision did you face and what bias or biases influenced your thinking?
- In what specific ways did the bias(es) influence your thoughts or decisions?
- What would you do differently if you had to make this decision again?
- In the future, how can you reduce the potential negative impacts of biases in your decisions?

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### **Topic: Decoration Citation**

**Due:** 30 November 2022

**Organization:** Achievement Medal Citation IAW applicable writing guides (to be provided)

**Length:** 14 lines

**Grading:** 10 pts total; Overall Formatting (5 points), Content & Grammar (5 points)

Work in pairs of 2 for this assignment; both participants will receive the same grade. Utilizing bullets provided from the Bullet Writing assignment, draft an Air Force Achievement Medal citation. Typically, you will pull you 3-4 best bullets, and expand upon them in sentence format. Reference examples provided in class.