



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)

3 Aug 2022

MEMORANDUM FOR AS400 STUDENTS

FROM: AFROTC DET 150/CC

SUBJECT: Course Syllabus and Instructions for AFR 4201

1. Welcome to AFR 4201. For most of you, this is your final year in AFROTC! I hope you enjoy this semester and the curriculum we have developed for you. My goal is to ensure each of you receives a challenging and rewarding experience in preparation for commissioning. My game plan is to give you a broader background into how the Air Force fits into the government/military structure and to broaden your ideas about how we conduct actual operations. I want you to leave this course understanding how we operate in peacetime and in war. This will better help you to paint the picture for the Airmen that you are preparing to lead.
2. In class, we will cover material dealing with various topics to include the following: national security strategies, region studies, advanced leadership ethics and Air Force doctrine. We will be focusing on the military as a profession and preparing you for active duty.
3. Your commissioning target date is rapidly approaching; it is imperative that you stay focused to earn your gold bars. This is the final leg of the race and while each lap counts; you must finish and finish strong. Every year AFROTC loses quality officer candidates to issues that were foreseeable and preventable. Please remember the importance of this year. I look forward to a great year and shaping this class to enable success in the Air Force and Space Force.
4. I maintain an "open door" policy, which means you are encouraged to reach out to me with any questions or concerns. Should any particular circumstances arise that could affect your performance or attendance, I recommend you keep me informed in order to prevent an adverse impact on your academic standing. I can be reached at (352) 294-0742, or james.merenda@ufl.edu.

//SIGNED//

JAMES R. MERENDA, Lt Col, USAF
Professor of Aerospace Science

Attachment:
Course Syllabus and Schedule

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AFR 4201: COURSE DESCRIPTION & OBJECTIVES

1. Title – AFR 4201, National Security Affairs and Preparation for Active Duty

2. Course Description – AFR 4201 examines the national security process, regional studies, advanced leadership ethics and Air Force doctrine. Special topics of interest focus on the military as a profession, officership, military justice, civilian control of the military, preparation for active duty and current issues affecting military professionalism. Within this structure, continued emphasis is on refining communication skills. A mandatory Leadership Laboratory complements this course by providing advanced leadership experiences, giving students the opportunity to apply the leadership and management principles of this course.

3. Instructor – Lieutenant Colonel James R. Merenda, Van Fleet Hall, 352-392-0742, james.merenda@ufl.edu. I maintain an “open door” policy, which means you are encouraged to reach out to me with any questions or concerns. Should any circumstances arise that could affect your performance or attendance, I recommend you keep me informed to prevent an adverse impact on your academic standing and military training. I’m available for office hours/appointments most weekdays 0800 – 1600.

4. Course Objectives – You should learn or comprehend the following information/concepts over the course of the semester. The AS400 cadet should comprehend the basic elements of national security policy and process. The student should comprehend the air and space power operations as well as understand selected roles of the military in society and current domestic and international issues affecting the military profession. The cadet should comprehend the responsibility, authority, and functions of an Air Force commander and selected provisions of the military justice system. The cadet should apply listening, speaking, and writing skills in Air Force-specific formats and situations with accuracy, clarity, and appropriate style. The individual should comprehend the factors, which facilitate a smooth transition from civilian to military life. The mandatory cognitive lesson objectives are:

- a. Know the key ideas and distinct features of the US Constitution and how it relates to servitude to the nation
- b. Know the roles of the President, the executive branch, Congress, and civilian control of the military
- c. Know the fundamentals of terrorism and its impact on US policy
- d. Know how cross-cultural competence leads to operational success when working with individuals and groups from other cultures
- e. Comprehend how knowledge of cultural domains can enhance one’s ability to relate and communicate cross-culturally
- f. Comprehend how cross-cultural competence (3C) skills can help in the negotiation process
- g. Know the threats that the United States must confront in the domestic and international arena
- h. Know the basic concepts of the US foreign policy process
- i. Know the basic process of formulating a national strategy



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- j. Know how the principles of war and tenets of airpower contribute to warfare
 - k. Know the critical organizations and personnel in the Department of Defense (DOD)
 - l. Know how the unique roles of the Air Force Reserve and the Air National Guard contribute to our Total Force Policy
 - m. Know the distinct Air Force Operations and the different levels of applicable Doctrine.
 - n. Know the mission and organization of the following commands:
 - Air Combat Command (ACC)
 - Air Mobility Command (AMC)
 - Air Force Space Command (AFSPC)
 - Air Education and Training Command (AETC)
 - Air Force Materiel Command (AFMC)
 - Air Force Special Operations Command (AFSOC)
 - Air Force Reserve Command (AFRC)
 - Pacific Air Force (PACAF)
 - United States Air Forces in Europe (USAFE)
 - Air Force Global Strike Command (AFGSC)
 - o. Know the concept of joint operations
 - p. Know the basic mission and organization of the Department of the Army
 - q. Know the basic mission and organization of the Department of the Navy
 - r. Know the organization and mission of the US Marine Corps
 - s. Know the core missions of the United States Coast Guard (USCG)
 - t. Know the Inspector General (IG) system and the IG programs
 - u. Know the Air Force Substance Abuse Control Program
 - v. Comprehend the concept and consequences of sexual harassment
 - w. Know key factors in the Air Force Suicide Prevention Program
 - x. Apply skills IAW AFH 33-337, The Tongue and Quill, to write a 2-page position paper advocating or persuading a position on a military-related topic
 - y. Apply skills IAW AFH 33-337, The Tongue and Quill, to deliver a 5-9 minute prepared briefing advocating or persuading a position on a military-related topic

5. Required Texts – All student readers are uploaded to the course Canvas page in the “Files” module

*Note - all briefings and written assignments must comply with the Air Force Tongue & Quill.

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AFR 4201: CLASS REQUIREMENTS & POLICIES

6. Uniforms: Cadets will wear uniform of the day during class. Generally speaking, this will be the utility uniform (OCP/fight suit). Exceptions to this policy will be considered on an individual basis.

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

Point Distribution

UCC Discussion	20 Points
Decision Briefing	20 Points
Decision BBP	20 Points
Global Hot Spots Briefing	20 Points
Global Hot Spots BBP	10 Points
Instructor Points	10 Points
Total Possible	100 Points

Grading Scale

A	90-100	4.0 Points
B	80-89	3.0 Points
C	70-79	2.0 Points
D	60-67	1.0 Points
F	Below 60	0 Points

**All students must achieve a grade of C or better to pass AFR 4201.*

Failed AS Classes. Cadet 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.

- a. UF Undergraduate Catalog: <https://catalog.ufl.edu/ugrad/current/pages/majors.aspx>
- b. Current UF grading policies may be found at:
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>
- c. SF Grading Policy: http://www.sfcollege.edu/about/?section=general_academic_information

8. Assignments: There will be two briefings, one bullet background paper and one final exam. Due dates are listed on the class schedule.

The bullet background papers are due by 1630 on the date notated in the class schedule. I will assess a penalty for all late assignments. Any assignment not provided on the specified date will be penalized 5 points for each day late. Each day late is defined as a 24-hour period beginning at 1631 on the first day and ending at 1630 on the following day. Weekend days will be included in the calculation of late penalties.

9. Class Leader: The class leader will be responsible, (duties may be delegated, but the class leader remains fully responsible for accomplishment) for the following:

- a. Calling the classroom to attention
- b. Attendance
- c. Room care
- d. Scheduling briefing slots
- e. Scheduling term counselings
- f. Other activities assigned by the instructor

10. Attendance: You are getting ready to be active duty Lieutenants. As such, I expect you to attend my class and to be on time. Technically, you can miss up to 20% or 3 classes and not fail for attendance. However, you will lose 2 pts for every unexcused absence (see instructor point section). If you are going to miss, you must coordinate with me prior to class. Requirements for class attendance and make up exams, assignments, and other work in this course are consistent with university policies and 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. Instructor Points: These points will be based on attendance, evidence of preparation (i.e., being able to answer questions about the readings, etc.), and overall participation. Each unexcused absence will result in a **2-point deduction** from your final grade.

12. Class Compartment: The atmosphere is military, but intellectually permissive. The classroom will be called to attention when the instructor enters (at the beginning of class) and when class is completed, after it is evident there are no final questions the room is to be called to attention. Closed lid drinks are permitted in class, but snacks and food items are not.

13. 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

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of officer candidates. Confirmed plagiarism or cheating will result in a failing grade for the course and, if applicable, investigation for disenrollment from AFROTC.

14. Students With Disabilities: Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565), www.dso.ufl.edu/drc/ by providing appropriate documentation. 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.

15. Makeup Work/Exams: Makeup work and/or exams may be approved on a case-by-case basis for unusual or unavoidable circumstances. *Requirements for class attendance and make up exams, assignments, and other work in this course are consistent with university policies and that are located:* <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

16. Class Dates and Times: AFR 4201 will be taught Monday from 1250 – 1550L (prior coordination required) and Tuesday from 1355 - 1655L (periods 7-9). Details of specific lessons and readings are on the class schedule (Attachment 3). There are no classes on 6 and 7 Sep 21 due to the Labor Day holiday observance.

17. Academic Freedom/Integrity: 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. “Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution” (AUI 36-2309). 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.

18. University Of Florida’s Honesty Policy: 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 honor and integrity by abiding by 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 (<http://www.dso.ufl.edu/scer/process/student-conduct-honor-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 in this class.

19. On-line Course Evaluation Process: 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/>.

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20. Term Counseling: All AFROTC students are required to complete a term counseling with their AS Instructor each semester. Please work with your class leader to sign up for your term counseling as soon as possible. **I expect that all counselings will be complete prior to 1 November 2022.**

21. COVID-19: Cadets will observe University policies regarding COVID-19 prevention. Information can be found at <https://coronavirus.ufl.edu>.



AFR 4201: CLASS SCHEDULE & Tentative Required Readings

NOTE: Instructor reserves the right to adjust Topics prior to class in order to enhance training. If the assignment is changed and not briefed the week prior, you won't be held responsible for course work for that week.

Class Week	Date	Topic	NOTES
1	Aug 23	AS400 Course Overview Decision Briefing Requirements Civilian Control of the Military	
2	Aug 30	National Security Strategy The Department of Defense Joint Operations	Students receive UCC assignments (ref: week 3)
3	Sep 6	<u>Unified Combatant Command Discussions (Cadet-led)</u>	
4	Sep 13	The Total Force Defense Support of Civil Authorities DAF Domains	
5	Sep 20	<u>Decision Briefings</u>	Decision Bullet Background Papers due (individual assignment – submit in Canvas)
6	Sep 27	<u>Decision Briefings</u>	
7	Oct 4	Terrorism Space Operations	
8	Oct 11	Cyberspace Nuclear Operations Law of War	
9	Oct 18	Capabilities and Force Packaging How the DAF Deploys	
10	Oct 25	Command and Control Global Hot Spots	All term counselings should be completed prior to this class
11	Nov 1	Strategic Competition “China” <u>Global Hot Spots Briefings</u>	Global Hot Spots Bullet Background Papers due (team assignment – submit in Canvas)
12	Nov 8	<u>Global Hot Spots Briefings</u>	
13	Nov 15	Air Force Heritage Series	
14	Nov 22	<u>No Class - Thanksgiving</u>	Don't eat too much turkey
15	Nov 29	National Security Capstone/Virtual Staff Ride	
16	Dec 6	Flex Time/Wrap Up	

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