



DEPARTMENT OF THE AIR FORCE
AIR FORCE ACCESSIONS CENTER (AETC)

12 August 2026

MEMORANDUM FOR AS200 STUDENTS

FROM: AFROTC DET 150

SUBJECT: AS200 Course Syllabus and Instructions for
AFR 2130, Team and Leadership Fundamentals

1. Welcome to the second year of the Air Force ROTC General Military Course (GMC). Many of you are continuing after going through the AS100 year, while some of you may be joining us for the first time. I hope you will 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 Field Training and beyond. Your responsibility is to begin building the foundation from which you can launch a successful Air Force career. It is therefore incumbent upon you to **listen, participate, and learn** in this AFROTC class.

2. AS200 is a two-term course designed to provide the foundation of both leadership and team building. The primary goal this semester will be to learn about topics that don't necessarily come to mind when you think of leadership, but are essential to understanding how good leaders operate. These topics include listening, followership, and self-awareness. The theme of this course is "Team and Leadership Fundamentals." As an AS200 or AS250 cadet, you will be required to know the specific areas identified by course goals and objectives, as listed in the syllabus. You can also find the class schedule, reading assignments, grading criteria, and classroom requirements on Canvas or on the syllabus. Keep this to guide you throughout the semester.

3. Always remember to keep academics your top priority. At the same time, I encourage you to take full advantage of this opportunity to hone your leadership skills further, as the lessons you learn over the next semester will play a pivotal role in your ultimate success as a new Air Force Officer. Thank you in advance for your hard work and professionalism.

BRETT A. MOHNEY, TSgt, USAF
Officer Accessions Instructor

"Go Air Force! Go Gators!"



AFR 2130 COURSE DESCRIPTION & OBJECTIVES

AFR 2131: Team and Leadership Fundamentals

1. **Course Description** – AFR 2130 This course is designed to provide a fundamental understanding of both leadership and team building. It is imperative that students are taught from the beginning that leadership has many layers, including aspects that do not always come to mind. These include listening, understanding themselves, being a good follower, and solving problems efficiently. Students will apply these leadership perspectives when completing team-building activities and discussing topics like conflict management. Students should demonstrate basic verbal and written communication skills. Students will apply these lessons at Field Training, which follows AS200.
2. **Instructor** – TSgt Brett Mohnney, 204 Van Fleet Hall Rm 205, (352) 294-0744, brett.mohnney@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/appts most weekdays 0900 – 1500; appointments are recommended but not required.
3. **Course Objectives/Lesson Objectives** – You should learn or comprehend the following information/concepts over the course of the semester:
 - Remember the AS200 course material and the course requirements.
 - Value the importance of the Air Force Core Value “Integrity First” in decisions involving personal and professional growth.
 - Understand that effective listening positively affects mission accomplishment.
 - Value the role of self-awareness in personal and professional development.
 - Understand the strategic importance of the space domain.
 - Understand the principles of Full-Range Leadership.
 - Understand the impact of followership on mission accomplishment.
 - Understand developmental characteristics of and leader actions within teams.
4. **Required Text** - All required texts can be accessed online through <http://elearning.ufl.edu/>. Readings will come from the text *Team and Leadership Fundamentals AS 200 Student Reader*, and AFH 33-337 (The Tongue and Quill).



AFR 2130: CLASS REQUIREMENTS & POLICIES

- 1. Uniforms:** All cadets will wear the uniform of the day (UOD) to class on Wednesdays or Thursdays until official uniforms are issued. The UOD is as prescribed by the weekly OPORDs. Air Force personal appearance standards must still be met IAW DAFI36-2903. Academic Only or “Participating” students are not authorized OCP wear. If cadets need any uniform item replacements, please get in touch with the Det 150 Office Manager at 352-294-0740. **Any cadet not in uniform when required** must explain in writing the circumstances for being out of uniform using the official memorandum and will be due to me no later than the beginning of the next class period.
- 2. Grading Criteria:** Grades will be determined as follows:

Point Distribution	
Written Assignment	30 Points
Briefing Assignment	30 Points
Draft Form 48	10 Points
Advisor signed Form 48	10 Points
Term counseling	10 Points
Class Participation	10 Points
Total Possible	100 Points

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

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

Failed AS Classes: A 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 to make up 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/>
- b. Current UF grading policies may be found at: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>
- c. Academic policies and campus resources can be found at: <https://go.ufl.edu/syllabuspolices>
- d. SF Grading Policy: <https://www.sfcollge.edu/registrar/course-registration/grading-policy.html>

3. **Assignments:** There will be 1 graded written assignment, 1 briefing assignment, and 3 administrative assignments. Your administrative assignments consist of a draft Form 48, the advisor-signed Form 48 and your completed term counseling.

Instructor Points: These points will be based on evidence of preparation (i.e., being able to answer questions about the readings, etc.), and overall participation.

4. **Makeup Work/Exams:** Makeup work/exams will be offered only in unusual or unavoidable circumstances. These will be handled on a case-by-case basis. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies, which can be found at <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>
5. **Class Leader:** I expect you to appoint a class leader. Duties may be delegated, but the class leader remains fully responsible for the following:
 - a. Collecting assignments due prior to class start
 - b. Calling the classroom to attention
 - c. Attendance
 - d. Room care
 - e. Other activities assigned by the instructor
6. **Attendance:** All Cadets are preparing to be POC cadets and future Lieutenants, so I expect you to attend my class and to be on time. All students (cadet and academic-only) must attend at least 80 percent of scheduled class sessions or instructor-approved substitute activities to achieve a passing grade. This equates to **NO MORE than 2 unexcused absences during the semester**. The attendance requirement is mandatory and is not flexible. It is professional courtesy to coordinate with me ahead of time if you are going to miss a class. All uncoordinated absences and tardiness will be explained in writing using an official memorandum due **no later than the beginning of the next class period**. The memos will be used to determine whether the absence or tardiness is excused. It is your responsibility to coordinate with me if you are late or tardy. 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 your registrar administratively drops you. 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.



7. **Class Comportment:** The atmosphere is military, but intellectually permissive. The classroom will be called to attention when the instructor enters. You are now AS200/250 cadets, and it is imperative that you follow the Air Force customs and courtesies you learned in your first year. Clear your desk of anything not needed for class. Snack food and drinks are permitted in the classroom. This is a policy/privilege that may be rapidly rescinded if proper care of academic facilities is not followed. Please ensure the room is clean before you leave the area.
8. **Class Dates & Times:** Class will be taught on Wednesday & Thursday from 11:45 to 12:35. Alternate class times will be discussed as required.
9. **Students With Disabilities:** Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565) at 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.
10. **Academic Freedom/Integrity:** The free exchange of opinions and ideas is essential to the educational process, and faculty, students, and staff are encouraged, to the greatest extent possible, 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. 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 a failing grade for the course and, if applicable, an investigation for disenrollment from AFROTC. Do not reuse previous work from former assignments.
11. **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, an investigation for disenrollment from AFROTC.

Generative AI Usage - AI, such as ChatGPT, Copilot, Gemini, etc., can be a great tool in the academic environment when used appropriately for generating ideas, interpreting, editing, and outlining. I will not tolerate a copy-and-paste response prompt from an AI source for your assignment paper. Our policy mirrors UF’s Academic Integrity standards. Keep in mind, citations may be required when using AI.

UF’s AI Policy: Permitted when Assigned in this Course with Attribution. Generative AI tools (e.g., ChatGPT) may be used for brainstorming, drafting, or editing in this course,



provided they are used only when explicitly approved. Any AI-generated content must be clearly marked and properly cited (e.g., ‘Generated with [Tool Name] for [specific purpose]’). All submissions must adhere to UF’s academic integrity policies and expectations for ethical conduct and human judgment.

Read more about it here: <https://ai.ufl.edu/for-our-students/guidance-for-students/>

- 12. 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 honesty and integrity by abiding by the Student 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://policy.ufl.edu/regulation/4-040/>

Specifies several behaviors that violate 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.

- 13. 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/>.



CLASS SCHEDULE & REQUIRED READINGS

Required readings are to be completed **BEFORE** class.

Date	Lesson	Topic	Required Reading/ Assignments
19-20 Aug	1	NO CLASS – ADMIN MAKE-UP DAY	
26-27 Aug	1	AS200 Welcome and Course Overview	
2-3 Sep	2	Ethical Decision-Making: Cheating	Ethical Decision-Making: Cheating Student Reader
9-10 Sep	3	Listening	Listening Student Reader
16-17 Sep	4	Self-Awareness	Self-Awareness Student Reader www.16personalities.com prior to class. Pyramid of Success
23-24 Sep	4	Self-Awareness	Self-Awareness Student Reader ** Draft Form 48 Due **
30 Sep-1 Oct	5	Space Operations	Space Operations Student Reader
7-8 Oct	6	Full-Range Leadership	FRL Student Reader
14-15 Oct	6	Full-Range Leadership	FRL Student Reader
21-22 Oct	7	Followership	Followership Student Reader
28-29 Oct	7	Followership	Followership Student Reader ** Completed Form 48 Due **
4-5 Nov	8	Team Building	Team Building Student Reader
11-12 Nov		NO CLASS - VETERAN'S DAY	**Official Memo Due **
18-19 Nov	8	Team Building	Team Building Student Reader ** Term Feedback Due **
25-26 Nov		NO CLASS - THANKSGIVING BREAK	
3-4 Dec		NO CLASS - READING DAYS	
9-10 Dec		NO CLASS – END OF SEMESTER	