



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

12 August 2026

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 the POC. I hope you had a great summer and an enlightening Field Training experience. You should now know a great deal more about your leadership capabilities and potential than you did before departing for the summer. My goal is to fine-tune that knowledge into action throughout this semester by serving as role models and mentors to the GMC cadets.
2. The course material in this class is built to help you step further out of your comfort zone, learn more about your leadership style, and how to effectively communicate. Class discussion will be key as we discuss real-life examples from your time in ROTC and personal experiences—there is no one-size-fits-all approach to leadership, and our discussions will help you develop the ability to lead in any situation.
3. Your number one priority while participating in AFROTC is your academic performance. We cannot commission you into the Air Force if you do not maintain academic requirements for graduation. Communicate early and often if you are struggling in any academic area.
4. I'm truly excited to be your instructor for this year and am here to help you succeed as you prepare to become outstanding officers in the United States Air Force. Please take advantage of my open-door policy and utilize the mentorship opportunities you have from cadets and cadre here at Det 150. I can be reached at (352) 294-0746 or kevin.newton@ufl.edu.

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KEVIN M. NEWTON, Capt, USAF
Assistant Professor of Aerospace Studies

Attachment:
AS300 Syllabus – Fall 2026



AS300 Syllabus – Fall 2026

COURSE DESCRIPTION & OBJECTIVES

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

Course Objective – AFR 3220 is designed to build on the leadership fundamentals taught in AS200. The students will have the opportunity to utilize their skills as they begin to take on 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 tools to use throughout their detachment leadership roles. Secondly, students will hone their writing and briefing skills. Many students will be uncomfortable with public speaking, and this semester is designed to get them used to briefing. The second semester of AS300 is centered on leadership and ethics and is mostly guided discussion. The goal is to get students to think about leadership through their lens and give them some tools to improve their leadership skills.

2. Instructor – Capt Kevin M. Newton, 209 Van Fleet Hall 3rd Floor, (352) 294-0746, kevin.newton@ufl.edu. I have an open-door policy and encourage all of you to take advantage of it. Should any circumstances arise that could affect your performance or attendance, keep me informed to prevent an adverse impact on your academic standing and military training. I am available for walk-in meetings Mon – Thurs from 0900 – 1500 (notwithstanding our class time on Wednesday afternoons).

3. Required Texts – There are no hardcopy textbooks required for this class. All required materials, including student readers, are available electronically on the course Canvas page.

*Note - all briefings and written assignments must comply with the DAFH33-337, The Tongue & Quill, give, available at <https://www.e-publishing.af.mil>

CLASS REQUIREMENTS AND POLICIES

4. Uniforms – All cadets will wear the uniform of the day (UOD) to class. This will typically be the utility uniform (OCP/FDU) unless told otherwise.

5. Grading Criteria – Grades will be determined as follows:

Form 48 and Term Counseling	10 pts
Field Training Reflection Paper	10 pts
Informative Brief	20 pts
Informative Brief Bullet Background Paper	10 pts
Inspiring Action Brief	20 pts
Peer Feedback Reflection Paper	20 pts
Class Discussions/Participation	10 pts
Total Possible	100 Pts



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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 AFR Classes.*

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.

- 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 SF Grading Policy: <https://www.sfcollege.edu/registrar/course-registration/grading-policy.html>
- d Academic policies and campus resources are available at
<https://go.ufl.edu/syllabuspolicies>

6. Assignments – Readings and assignments are due at 1200L on the date provided in the class schedule. A penalty will be assessed for late assignments with **10% taken off for each day late (i.e. 1 point per day for 10-point assignments, 2 points per day for 20-point assignments)**. As stated on page 2, “Grading Criteria,” assignments will consist of 3 papers, 2 briefs, the submission of a Form 48, a term counseling with me, and class discussion/participation. See syllabus page 5 for assignment deadlines.

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

- a. Calling the classroom to attention
- b. Attendance
- c. Room care
- d. Scheduling briefing times and uploading presentations
- e. Disseminating information/updates to the class as applicable



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8. Attendance – I expect you to attend my class and to be on time. All students must attend at least 80 percent of the class sessions scheduled. The attendance requirement is mandatory and is not flexible. Coordinate ahead of time if a class will be missed.

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.

9. 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. Closed lid drinks are permitted in class, but snacks and food items are not. Cell phone use is not allowed during class unless directed otherwise.

10. 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 F for the course and, if applicable, an investigation for disenrollment from AFROTC.

11. 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 which are located: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

12. Class Dates and Times – Class will be held in the Van Fleet Hall front classroom on Wednesdays from 1250-1550. Details of specific lessons and readings are on the class schedule.

13. Academic Freedom – Academic Freedom/Integrity and Non-Attribution: In accordance with AUI36-2602, Ch 4, academic freedom is essential to advancing teaching, learning, and scholarship. Students are free to pursue knowledge, speak, write, and explore complex and controversial concepts and subjects. Academic integrity is the belief in honesty and an intolerance of acts of falsification, misrepresentation, or deception. It is one way that the Air Force core value of integrity is applied within an academic environment. Non-attribution is the principle that protects open expression and discourse within the academic environment. Non-attribution establishes trust relationships by assuring that thoughts and opinions are treated as privileged information not to be shared in other forums nor attributed to a specific individual without prior permission. 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. Contact the instructor as soon as possible if there are questions or concerns.

14. Academic Policies and Resources – Policies and resources including but not limited to attendance, disabilities, evaluations, honesty policy, and in-class recording may be accessed at <https://syllabus.ufl.edu/syllabus-policy/uf-syllabus-policy-links>. The use of AI "Entities" is



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prohibited by the UF student honor code unless otherwise directed by the instructor.

15. Generative AI Usage – Det 150's 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/>

Week	Date	Topic	Assignments/Due Dates
1	26-Aug-26	"Course Overview" "Leadership Development II"	Student Reading
2	2-Sep-26	"Motivation" "Creative Thinking" "Heritage Series - Chapman"	1. Field Training Reflection Paper - Due NLT 1200L 2. Student Reading
3	9-Sep-26	"DAF Writing" "Informative Brief Requirements" "Heritage Series - Collins, Day"	Student Reading
4	16-Sep-26	*Informative Briefs*	1. Informative Brief 2. Bullet Background Paper - Due NLT 1200L
5	23-Sep-26	*Informative Briefs, cont'd* "DAF Evaluation System" "Heritage Series - Doolittle"	Student Reading
6	30-Sep-26	"DAF Counseling" "OPSEC" "Heritage Series - Etchberger, Gilbert"	Student Reading
7	7-Oct-26	"Social Media and Disinformation" "Heritage Series - LeMay"	Student Reading
8	14-Oct-26	"Establishing Expectations" "Feedback" "Heritage Series - Mitchell"	Student Reading
9	21-Oct-26	*Peer Feedback Activity*	Term Counseling - Due NLT 1200L
10	28-Oct-26	"Strategic Communication for Officers" "Inspiring Action" "Heritage Series - Olds"	1. Form 48 - Due NLT 1200L 2. Student Reading
11	4-Nov-26	*Inspiring Action Briefs*	Inspiring Action Brief
12	11-Nov-26	Veteran's Day - No Class	N/A
13	18-Nov-26	*Inspiring Action Briefs, cont'd* "Performance Statement" Heritage Series - Pitsenbarger	Student Reading
14	25-Nov-26	Thanksgiving - No Class	N/A
15	2-Dec-26	Performance Statement Practicum Heritage Series - Risner, Schriever	1. Performance Statements - Due NLT 1200L 2. Student Reading
16	9-Dec-26	Finals - No Class	N/A

NOTE: The instructor reserves the right to adjust topics prior to class. All required materials can be found on the course page in Canvas (<http://elearning.ufl.edu/>)