



AIR FORCE RESERVE OFFICER TRAINING CORPS  
DETACHMENT 150  
UNIVERSITY OF FLORIDA



**LEADING PEOPLE AND EFFECTIVE COMMUNICATION**

AFR3231 ~ 3 CREDITS ~ SPRING 2024

**Instructor:** JOSEPH N. SANFILIPPO, Capt, USAF  
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**Office Hours:** Walk-in hours are 0900-1200 Monday-Friday. Otherwise, please schedule an appointment via email.

**Meeting Time/Location:** Wednesdays from 0725-1000, Van Fleet Hall USAF Classroom

**Course Description:** Leadership and quality management fundamentals, professional knowledge, Air Force doctrine, leadership ethics and communication skills required of an Air Force junior officer. Case studies examine Air Force leadership and management situations as a means of demonstrating and exercising practical application of the concepts studied.

**Required Texts:** There are no hardcopy textbooks required for this class. All required materials are available electronically on UF's Canvas Application (<https://ufl.instructure.com/>) and on the Air University Holm Center website ([www.holmcenter.com](http://www.holmcenter.com)).

**Course Goals:** This course is designed to build on the leadership fundamentals taught in AS200 classes and the Fall semester of AS300 year. 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.

**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

**Attendance:** I expect you to attend my class and to be on time. All students must attend at least 80 percent of scheduled class sessions or instructor approved substitute activities to pass the course. 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.

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 with documentation (verification of visit, excuse note, etc.) to determine if the absence is excused. If you are still reading this syllabus, thank you for doing the right thing. 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>. Poor time management does not warrant an excused absence.

*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.*

**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/exams will not be assigned after 7 calendar days from the missed class.

**Dress Code:** All cadets will wear OCPs unless directed otherwise. 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. Additionally, cadets will be well groomed and practice good hygiene (per applicable Department of the Air Force regulations) so as to present a respectable image of the Air Force. Males will not wear earrings and females will not wear facial piercings.

**Academic 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. Additionally, UF students are bound by The Honor Pledge that 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 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.

**Academic Freedom and Non-Attribution:** The free exchange of opinions and ideas is essential to the educational process. As such, students are encouraged to speak and write freely to the greatest extent possible. Due to our military profession however, there are some limitations to our academic freedom. AFROTC Cadets will not be permitted to use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, the Secretary of the Air Force, or superior commissioned or cadet officers. Offensive remarks or irresponsible statements will not be tolerated by any student, regardless of status. Such remarks and statements include comments disparaging any person's race, color, national origin, ethnic group, religion, or gender. Statements that are clearly designed to incite riots, advocate overthrow of the government, encourage intellectual dishonesty and so on, also fall under the category of irresponsible statements. Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution. It is acceptable to say that a particular statement was made, but the speaker's name may not be divulged without permission.

**Students with Disabilities:** Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc](http://www.dso.ufl.edu/drc).) by providing appropriate documentation. Once registered, students will receive an accommodation letter that must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

**Grading Criteria:** All students must achieve at least a "C" in order to pass this course. Percentage points are allocated as listed in the below tables.

Final Grade Scale		
A	90-100	Points
B	80-89	Points
C	70-79	Points
D	60-69	Points
F	Below 60	Points

- 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/grading-policy/index>

**Incompletes and Failed AS Class:** The Det/CC must approve all “Incompletes” for AS classes and LLAB. “Incompletes” should 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. Cadet may apply for re-entry, but the failed class will have to be re-accomplished for AFROTC credit.

**Online Course Evaluation:** 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/>.

### **Assignments:**

Term Counseling (10 points): Term Counseling must be complete by **5 Apr 2023** to receive credit. To receive credit full credit you must have an advisor signed FM48 correctly filled out.

Discussion Board Posts (40 pts): We will be reading and reviewing *Leaders Eat Last* by Simon Sinek. The review will be broken up into 8 parts and you will be required to answer the posted question on canvas. Each post will be 5 points each. Your post will be do the following days:

- DB 1 **Due 16 Jan 2359L**
- DB 2 **Due 29 Jan 2359L**
- DB 3 **Due 12 Feb 2359L**
- DB 4 **Due 26 Feb 2359L**
- DB 5 **Due 4 Mar 2359L**
- DB 6 **Due 25 Mar 2359L**
- DB 7 **Due 8 Apr 2359L**
- DB 8 **Due 22 Apr 2359L**

### Communication Studies (50 pts total):

- a. Theory and Innovation Paper (15 pts): **Due 20 Mar 2024**
  - Write a 2-3-page memorandum describing the impact of a theorist, theory, or concept from the Theory and Innovation lesson and their personal assessment of future challenges.
- b. Theory and Innovation Brief (20 pts): **Due 20 Mar 2024**
  - Students will deliver a 4-5-minute prepared describing the impact of a theorist, theory, or concept from the Theory and Innovation lesson and their personal assessment of future challenges
- c. Leadership Theory Paper (10 pts): **Due 7 Feb 2024**
  - Write a 2-3 page memorandum on a leadership theory. Explain the theory and how it can be utilized in AFROTC Det 150.
- d. Current Events Briefings (5 pts): **Due periodically throughout the semester**
  - Current Events Briefings will continue throughout this semester and will be conducted at the beginning of class. Briefings will be 2-3 minutes each, and will utilize appropriate

content, delivery, and organization principles that can be found on HC Form 6, *Briefing Evaluation Form*.

Term Counseling	10 pts
Discussion Board Posts	40 pts
Communications Studies	50 pts
- (Theory and Innovation Paper)	(15)
- (Theory and Innovation Brief)	(20)
- (Leadership Theory Paper)	(10)
- (Current Event Briefings)	(5)
<b>Total Possible</b>	<b>100 Pts</b>

### **GETTING HELP:**

#### Health and Wellness

- U Matter, We Care: If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or 352 392-1575
- Counseling and Wellness Center: <https://counseling.ufl.edu/>, 352-392-1575
- Sexual Assault Recovery Services (SARS) - Student Health Care Center, 392-1161
- University Police Department, 392-1111 (or 9-1-1 for emergencies) <http://www.police.ufl.edu/>

#### Academic Resources

- E-learning technical support, 352-392-4357 (select option 2) or e-mail to [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu). <https://lss.at.ufl.edu/help.shtml>
- Career Connections Center, Reitz Union, 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- Student Complaints On-Campus: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/> On-Line Students Complaints: <http://distance.ufl.edu/student-complaint-process/>

**Course Schedule:**

Date	Lesson	Topic	Assignment Due
10-Jan	21	AS300 Course Overview	
	22	Organizational Climate	
17-Jan	23	Wingman Intervention	DB 1 Due 16 Jan 2359L
	24	Professional & Unprofessional Relationships	
24-Jan	27	Leading Divers Organizations	
31-Jan	25	Mentoring	DB 2 Due 29 Jan 2359L
	28	Culture & Gender in Military Operations	
7-Feb	29	Leadership Series	Leadership Theory Paper Due
14-Feb	30	Managing Competing Priorities	DB 3 Due 12 Feb 2359L
21-Feb	31	Ethical Decision Making	
	33	Change Management	
28-Feb	32	Conflicting Management	DB 4 Due 26 Feb 2359L
6-Mar	34	Theory and Innovation	DB 5 Due 4 Mar 2359L
	35	Advocacy Brief Requirements	
13-Mar		NO CLASS SPRING BREAK	
20-Mar		Briefings	Theory of Innovation Paper due
27-Mar		Briefings	DB 6 Due 25 Mar 2359L
3-Apr		Briefings	
10-Apr	36	Organizational Leadership Theory	DB 7 Due 8 Apr 2359L
17-Apr	37	Leaders of Character Reflection	
24-Apr		Flex	DB 8 Due 22 Apr 2359L

(This schedule is subject to change)