



DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY (AETC)

6 Jan 2026

MEMORANDUM FOR AS200 STUDENTS

FROM: AFROTC DET 150

SUBJECT: AS200 Course Syllabus and Instructions for  
AFR 2140, Team and Leadership Fundamentals

1. Welcome back to your second semester of the AS200 year of the Air Force ROTC General Military Course (GMC). 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 stress management, ownership, and financial readiness. 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 your current opportunity to further hone your leadership skills 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.

JASON B. STACKENS, MSgt, USAF  
Officer Accessions Instructor

***"Go Air Force! Go Gators!"***



## **AFR 2140 COURSE DESCRIPTION & OBJECTIVES**

### **AFR 2140, Team and Leadership Fundamentals**

1. **COURSE DESCRIPTION** – AFR 2140 is designed to provide a fundamental understanding of both leadership and team building. It is imperative that students are taught from the beginning that there are many layers to leadership, including aspects that do not always come to mind. Such things include listening, understanding themselves, being a good follower, and problem solving efficiently. The students will apply these leadership perspectives when completing team building activities and discussing things like stress management. Students should demonstrate basic verbal and written communication skills. Students will apply these lessons at Field Training, which follows AS200.
2. **INSTRUCTOR** – MSgt Jason Stackens, 204 Van Fleet Hall, Room 205, (352)294-0744, jason.stackens@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:
  - Understand AS200 course material and the course requirements.
  - Understand the types of systemic problem-solving processes.
  - Understand the importance of critical thinking and its impact on leadership and decision-making.
  - Understand the importance of owning both successes and failures as a leader.
  - Respond to the importance of managing stress and building resiliency.
  - Value the importance of financial readiness.
4. **REQUIRED TEXTS** - All required texts can be accessed online through <http://elearning.ufl.edu/>. Readings will come from the text *Team and Leadership Fundamentals AS 200 Cadet 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 (OCPs or New Cadet Uniform – Khakis and Polos) until official uniforms are issued. Air Force personal appearance standards must still be met IAW 36-2903. Academic Only or “Participating” students are not authorized OCP wear. If cadets need any uniform item replacements, please contact 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:

<b>Point Distribution</b>	
Class Participation	10 Points
Briefing	30 Points
Advisor Signed Form 48	20 Points
Term Counseling	20 Points
Self-Reflection Talking Paper	20 Points
<b>Total Possible</b>	<b>100 Points</b>

<b>Grade Scale</b>		
<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.*

**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/>
- 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.sfcollege.edu/registrar/course-registration/grading-policy.html>

3. **ASSIGNMENTS:** 1 graded written assignment, advisor signed Form 48, term counseling, and 1 briefing.

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:** Only in unusual or unavoidable circumstances will makeup work/exams be offered. 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 and 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. The class leader will be 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

(duties may be delegated, but the class leader remains fully responsible for accomplishment)

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 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.**

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 AND TIMES:** Class will be taught on Wed & 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), [www.dso.ufl.edu/drc/](http://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 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 36-2608, 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, 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, investigation for disenrollment from AFROTC.



**Generative AI Usage** - AI, such as Chat GPT, Co-Pilot, 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. 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 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/sccr/process/student-conduct-honor-code/>) specifies several 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.

- 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
14-15 Jan	9	AS200 Welcome and Course Overview	None
21-22 Jan	10	Problem Solving	Problem Solving Student Reader
28-29 Jan	11	Leadership Series: Ownership	Leadership Series: Ownership Student Reader
4-5 Feb	12	Stress Management	Stress Management Student Reader
11-12 Feb	13	DAF Resiliency	DAF Resiliency Student Reader
18-19 Feb	14	Financial Readiness	Financial Readiness Student Reader
25-26 Feb	15	Critical Thinking I	Critical Thinking I Student Reader
4-5 Mar	16	Communication Skills Plan II	AFROTC Experience Brief Self-Reflection Memorandum For Record Due
11-12 Mar	16	Communication Skills Plan II	AFROTC Experience Brief
18-29 Mar		NO CLASS-SPRING BREAK	
25-26 Mar	16	Communication Skills Plan II	AFROTC Experience Brief
1-2 Apr	16	Leadership Capstone	Leadership Capstone Student Reader Advisor Signed Form 48 Due
8-9 Apr	CS2	Leadership Capstone	Leadership Capstone Student Reader Term Counseling Due
15-16 Apr	CS2	Leadership Capstone	Leadership Capstone Student Reader
22 Apr	CS2	Communication Skills Plan II (if needed)	AFROTC Experience Brief if nee
24 Apr		NO CLASS- READING DAYS	