



**DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND**

14 Aug 24

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 to the POC. I hope you had a great summer and an enlightening Field Training experience. Hopefully, you now know a great deal more about your leadership capabilities and potential than you did prior to departing for the summer. My goal is to ensure you capitalize on that knowledge throughout this semester.
2. As new members of the POC, you are expected to serve as role models and mentors to the GMC cadets. Do not take this responsibility lightly. I challenge you to think back to your GMC years. What traits did you admire in the POC? What traits did you hate? Keep this in mind as you work to become the kind of leader you want to be. I expect each of you to listen, learn and actively participate in AFR3220.
3. Your number one priority while participating in AFROTC is your academic performance. To be clear, for all cadets, your AFROTC requirements ARE part of your academic performance. In addition to the Aerospace Studies class, you must be enrolled in AFR 3220L for the lab portion of AFROTC which includes meeting Practical Military Training (PMT) objectives. According to AFROTCI 36-2011, volume 3, we have a maximum of 6 hours of PMT per week (more can be approved by the Det commander).
4. Take time to review the course description, objectives, requirements and schedule detailed in the attachment. Read and adhere to this guidance now and consistently throughout the semester.

//SIGNED//

DWIGHT A. PATTERSON, Capt, USAF
Assistant Professor of Aerospace Studies

1 Attachment:
AS300 Syllabus – Fall 2024



AS300 Syllabus – Fall 2024

COURSE DESCRIPTION & OBJECTIVES

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

Course Description – AFR 3220 is designed to build on the leadership fundamentals taught in AS200. 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. Secondly, students will hone their writing and briefing skills. Many of the students will be uncomfortable with public speaking, and this semester is designed to get them used to briefing. The goal here is to get students thinking about leadership through their own lens and give them some tools to work on their leadership skills. The course is instructed through formal and informal lecture, discussion, multimedia, and group projects. Individual lessons are built upon student readings. Student participation drives subject matter understanding and builds relationships and camaraderie among the students, which serves to enhance the overall ROTC experience.

2. Instructor – Captain Dwight A. Patterson, 211 Van Fleet Hall (3rd Floor Rm 207), (352) 294-0745, dpatterson2@ufl.edu. I encourage you to reach out to me with any questions or concerns. Should any circumstances arise that could affect your performance or attendance, you are required to keep me informed to prevent an adverse impact on your academic standing and military training. I am available for walk-in meetings most weekdays between 0900 and 1300; please schedule an appointment for anything outside of these hours.

3. Required Texts – There are no hardcopy textbooks required for this class. All required materials are available electronically on UF’s Canvas Application or on the HOLM Center website. A digital copy of The Dichotomy of Leadership will be posted on Canvas for assigned readings.

CLASS REQUIREMENTS AND POLICIES

4. Uniforms – All cadets will wear the uniform of the day (UOD) to class. 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. Academic Only or “Participating” Students are not authorized uniform wear but should still maintain Khaki and Polo attire.



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

Form 48 and Term Counseling	10 pts
Field Training Reflection Paper	10 pts
Vision Brief	20 pts
Peer Feedback Reflection Paper	20 pts
Lesson Briefings	20 pts
Staff Summary Sheet	10 pts
Class Discussions/Participation	10 pts
Total Possible	100 Pts

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/grading-policy/index>

6. Assignments – Readings and assignments are due at the start of class. A penalty will be assessed for late assignments with **2 points** taken off for each day it is late (assignments are worth 10 points; if one of these assignments is turned in 1 day late, it will receive a maximum of 8 of 10 points).

Lesson Briefings (20 pts): Each cadet will instruct a course. I will provide each cadet all the necessary material to instruct the class. I will use a briefing evaluation sheet to grade you on your content, delivery, and organization. The lesson briefings are worth 20 pts which correlates to 20% of



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your grade.

Class Discussions/Participation (10 pts): We will read “The Dichotomy of Leadership” this semester. A digital copy of the book will be uploaded to Canvas. Cadets are expected to read the assigned chapters and come to class prepared to discuss what they read. In addition, cadets are expected to participate in class. Class discussions and participation is worth 10 pts which correlates to 10% of your grade.

Degree Plan (FM48) & Term Counseling (10 points): Due by 31 October 2024

- a Form 48 must be complete and signed by academic counselor prior to term counseling
- b Term counseling/feedback must be complete by 8 November 2024.

Assignments: See syllabus page 7 for assignment details

- a. Field Training Reflection Paper (10 pts): Due 4 September 2024
- b. Vision Brief (10 pts): Due 9 October 2024
- c. Peer Feedback Paper (20 pts): Due 6 November 2024
- d. Staff Summary Sheet (10 pts): Due 4 December 2024

7. 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 (NWS)

8. Attendance – I expect you to attend my class and to be on time. All students must attend at least 80 percent of the scheduled class sessions. 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. 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



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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. Clear your desk of anything not needed for class. Snack foods and drinks are permitted in the classroom. This is a privilege that can be rescinded if abused; ensure the room is clean before you leave the area. Cell phone use is not allowed during class, silence all electronics.

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 E for the course and, if applicable, investigation for disenrollment from AFROTC.

11. Students with disabilities – Students requesting classroom accommodation must first register with the Disability Resource Center (352) 392-8565, <https://disability.ufl.edu>. 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.

12. 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 will not be assigned after 7 calendar days from the missed class.

13. Class Dates and Times – Class will be held in the Van Fleet Hall front classroom on Wednesdays from 1250-1550. **There is no alternate meeting time/location for this class.** If you have a class conflict, you must obtain a letter from your advisor specifically stating that there are absolutely no other options available for the other class(es) that there is a conflict with. This is due to me by close of business (COB = 1700) on 6 September 2024. If you have a conflict with a portion of the class, but not the entire 3 hours, then you are expected to report for class as soon as practical. **Each student’s class schedule shall be provided to the instructor NLT September 6, 2024.**

14. Academic Freedom – The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staffs 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.

15. Academic Honesty Statement – 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 Student the Honor Code. On all work submitted for credit by Students at the University of Florida, the following*



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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://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-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.

16. 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/>.



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AS300 CLASS SCHEDULE & REQUIRED READINGS

Date	Lesson	Topic	Class Prep/Assign
28 Aug 24	1, 2	Foundational Competencies (2) Reflection/ Course Overview (1)	
4 Sep 24	3, 4, 5	OPSEC (1) / Critical Thinking (1)/ Public Affairs & the Media	Field Training Reflection Assignment Due
11 Sep 24	6, 7	DAF Writing (2) / Informative Brief Reqs (1)	The Dichotomy of Leadership Discussion
18 Sep 24	8, 9	Motivation (1)/ Creative Thinking (1)	The Dichotomy of Leadership Discussion
25 Sep 24		NO CLASS	
2 Oct 24	12, 10	Establishing Expectations (2)/ Inspiring Action (1)	The Dichotomy of Leadership Discussion
9 Oct 24	11	Inspiring Action Briefs	The Dichotomy of Leadership Discussion Vision Briefings
16 Oct 24	13	Feedback (2)	The Dichotomy of Leadership Discussion
23 Oct 24		NO CLASS	
30 Oct 24	14	Peer Feedback Activity	The Dichotomy of Leadership Discussion
6 Nov 24	15	DAF Evaluation System (2)	The Dichotomy of Leadership Discussion Peer Feedback Reflection Paper Due
13 Nov 24	16	Corrective Supervision & Counseling(2)	The Dichotomy of Leadership Discussion
20 Nov 24	17, 19, 20	Performance Statement (1)/ Ethical Decision Making (1)/ Air Force Heritage Series (1)	The Dichotomy of Leadership Discussion
27 Nov 24		NO CLASS – THANKSGIVING	
4 Dec 24	18	Performance Statement Practicum	The Dichotomy of Leadership Discussion Staff Summary Sheet Due
11 Dec 24		NO CLASS – FINAL EXAM	

All required materials can be found on the course page in Canvas (<http://clearning.ufl.edu/>)