



**DEPARTMENT OF THE AIR FORCE
AIR FORCE RESERVE OFFICERS' TRAINING CORPS (AFROTC)**

12 January 2026

MEMORANDUM FOR AS300 STUDENTS

FROM: AFROTC DET 150/APAS

SUBJECT: Syllabus, AFR 3231, Leading People and Effective Communication

1. Welcome to the spring semester of Air Force ROTC. I hope you had a great holiday break and are rejuvenated for this semester. You should now know a great deal more about your leadership capabilities and potential after your first POC semester. My goal is to ensure you capitalize on that knowledge throughout this semester and further hone your leadership style.
2. As second-term POC members, you are expected to step out of your comfort zone and find the leadership style that best suits you. Take every opportunity presented to you to sharpen your leadership skills. Learn to lead up and down the chain of command. I challenge you to look deeply at yourself and ask, "are you the kind of leader that you would want to follow?" If not, what are you doing to improve your skills? Keep this in mind as you work to become the kind of leader you want to be.
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. 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.
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. 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) 294-0747 or nwikowsky@ufl.edu.

NATHAN A. WIKOWSKY, Maj, USAF
Assistant Professor of Aerospace Studies

Attachment:
AS300 Syllabus – Spring 2026



AS300 Syllabus – Spring 2026

COURSE DESCRIPTION & OBJECTIVES

1. Title – AFR 3321, Leading People and Effective Communication

Course Objective – AFR 3321 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 – Major Nathan A. Wikowsky, 211 Van Fleet Hall 3rd Floor, (352) 294-0747, nwikowsky@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 most weekdays except for Tuesday from 0900-1600.

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:

Midterm Feedback	10 pts
Road to Character or Heritage Series Brief	20 pts
Competing Priorities Memorandum For Record	20 pts
Advocacy Position Paper	20 pts
Advocacy Brief	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 **20% taken off for each day late (i.e. 2 points per day for 10-point assignments, 4 points per day for 20-point assignments)**. There will be three papers, two briefs, Form 48 term counseling, and class discussion/participation. See syllabus page 5 for assignment details.

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

8. Attendance – I expect you to attend my class and to be on time. All students must attend at



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



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AS300 CLASS SCHEDULE

Date	Topic	Class Prep/Assign
14 Jan 26	Course Overview	
21 Jan 26	Ethical Decision-Making: Bullying	RTC 1
28 Jan 26	The Enlisted Force / The Total Force	RTC 2
4 Feb 26	Organizational Climate	RTC 3
11 Feb 26	Wingman and Guardian Intervention / Professional and Unprofessional Relationships	RTC 4
18 Feb 26	Mentoring / Critical Thinking	RTC 5
25 Feb 26	Leadership Series: Communication / Heritage Series	RTC 6
4 Mar 26	Managing Competing Priorities	RTC 7 Midterm Feedback Due
11 Mar 26	Ethical Decision-Making: Competing Priorities	Competing Priorities MFR Due NLT 1200L
18 Mar 26	NO CLASS - SPRING BREAK	
25 Mar 26	Conflict Management / Change Management	RTC 8
1 Apr 26	Theory and Innovation / Advocacy Briefing Requirements	RTC 9
8 Apr 26	Advocacy Briefs	Position Paper and Advocacy Briefs Due NLT 1200L
15 Apr 26	Organizational Leadership Theory / Leader of Character Reflection	RTC 10
22 Apr 26	NO CLASS – FINALS PREP	

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/>)