



**AIR FORCE RESERVE OFFICER TRAINING CORPS
DETACHMENT 150
UNIVERSITY OF FLORIDA**



AFROTC LEADERSHIP LABORATORY (LLAB) ~ SPRING 2026

- 1. Course Title:** AFR1120L/AFR2140L - General Military Course (GMC) LLAB
AFR3231L/AFR4211L - Professional Officer Course (POC) LLAB
- 2. Instructor:** Captain Kevin Newton
Assistant Professor of Aerospace Studies
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Email: kevin.newton@ufl.edu
Office: Van Fleet Hall, Room 211
- 3. Office Hours:** 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 walk-ins most weekdays 0900-1200. Otherwise, please schedule an appointment via email.
- 4. Course Schedule:** The course schedule can be found in various locations (Canvas, Teams, etc.) in the form of this syllabus and in the semester’s OPLAN. Additionally, the weekly OPORDs will be posted to Teams each week.
- 5. Meeting Time/Location:** Unless otherwise specified in the weekly Operations Orders (OPORDS), LLAB will be held on Thursdays, 1355-1550. If scheduled, Wednesday LLAB extensions will occur on Wednesday mornings from 0600-0700. Physical Training (PT) will be held on Tuesdays and Thursdays from 0600-0700. Meeting locations and activities vary week to week and will be identified in weekly OPORDS that will be published on Teams.
- 6. Course Description:** The purpose of the LLAB program is to augment the AFROTC academic curriculum by providing prospective Air Force officers the opportunities and feedback needed to develop the leadership, managerial, and supervisory skills required of successful Air Force officers. LLAB is a dynamic and integrated grouping of leadership developmental activities designed to meet the needs and expectations of prospective Air Force second lieutenants and complement the AFROTC academic program. Most of the LLAB lesson objectives are cadet planned, organized, and executed under the supervision of the Detachment Commander and Operations Flight Commander.
- 7. Required Texts:** There are no hardcopy textbooks required for this class. All required materials will be made available electronically on Det 150’s Teams page.
- 8. Dress Code:** The uniform of the day (UOD), as prescribed by the weekly OPORDs, will be worn to LLAB and all classes on Thursdays. Air Force personal appearance standards must be met in accordance with DAFI 36-2903 and any relevant supplements.
- 9. Decorum and Standards:** All cadets will ensure they are familiar with and maintain compliance with the 150th Cadet Wing Standard Operating Procedures (SOP).

10. Grading Criteria: LLAB is Pass/Fail for UF students and A/F for SFC students. Performance in LLAB does not affect the Aerospace Studies (AS) academic course grade. Current UF grading policies may be found at <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>. In order to receive a passing grade for LLAB, all cadets (unless otherwise specified) must satisfy the following three requirements:

- a. Attend a minimum of 80% of LLAB activities.
 - o 80% of LLAB sessions – no more than 2 unexcused absences.
 - o 80% of PT sessions – no more than 5 unexcused absences.
- b. Attempt the physical fitness assessment (PFA). Aside from Medical Recheck Status, failure to attempt the PFA will result in failing LLAB. An attempted PFA with an unsatisfactory score will not result in course failure, but there may be other administrative setbacks depending on a given cadet’s status.
- c. Must not demonstrate indifference to military training. Indifference to training occurs when a cadet displays an apathetic attitude toward training. It may include failure to meet uniform, grooming, or appearance standards; failure to perform assigned tasks or duties; failure meet AS class/LLAB attendance requirements; or receipt of a failing grade in LLAB (AFROTCI 36-2011v3, para 16.6.5). This list of examples is not all-encompassing.

LLAB grades are based on a point system. Cadets must achieve a cumulative score of 80% (must not lose more than 20 points) to pass LLAB academically. A breakdown of LLAB performance points can be found below:

Performance Grading	
Attendance (LLAB/PT)	20 pts
LLAB Quizzes	20 pts
LLAB Homework	20 pts
Cadre Administrative Action	40 pts
Total Possible	100 pts

Grade Scale		
P (UF) / A (SFC)	80-100	4 Points
F (UF & SFC)	00-79	0 Points

- d. Attendance (20 points max). Ten (10) of these points will be your average attendance for LLAB, while the other ten (10) points will be your average attendance for PT. Both will be rounded to the nearest whole number and scaled to a 10-point system.
 - o If there are 14x LLABs throughout the semester, and you are absent for 3x LLABs, then you have attended 11 of 14 LLABs. This averages out to 78.5% (79% rounded) for LLAB Attendance, resulting in 7.9 points. Note that this does not meet AFROTC attendance requirements listed in the previous section.
 - o If there are 28x PT sessions throughout the semester, and you are absent for 5x PT sessions, then you have attended 23 of 28 PT sessions. This brings your score to 82.1% (82% rounded) for PT, resulting in 8.2 points.
 - o These examples result in a total of 16.1 out of 20 possible points for this section. Note that AFROTC attendance requirements trump this syllabus, so the 79% LLAB attendance in the example above would result in a failed LLAB due to AFROTC’s attendance requirement.
 - o *Note: Unless coordinated ahead of time with the OFC, showing up late twice for a PMT event will equal one absence for that PMT category (being late twice to PT will equal one PT absence, while being late twice to LLAB will equal one LLAB absence).*

- e. LLAB Quizzes (20 points max). This will be the average of all LLAB quizzes administered throughout the semester and will be based on cadet classification. For example, AS100s may receive only three quizzes while AS400s may be administered nine quizzes.
- f. LLAB Homework (20 points max). While these assignments are both due on Monday, 6 Apr 2026.
 - o GMC Assignment – Prepare a 1-page Memorandum for Record, properly formatted in accordance with DAFH 33-337, discussing your biggest takeaway from the wargaming scenarios this semester.
 - o POC assignment – Using templates from AFROTCI 36-2011 Volume 1 to prepare an Achievement Award Citation for your accomplishments throughout the semester. This assignment will also streamline the end of semester awards process.
- g. Cadre Administrative Action (40 points max). You begin the semester with 40 points. Every time you receive administrative action from cadre, you will lose the points as listed below:
 - o Letter of Counseling – 5 points
 - o Letter of Admonishment – 7 points
 - o Letter of Reprimand – 10 points
 - o *Note: Administrative actions received from fellow cadets will not result in the loss of points*

11. Syllabus Change Policy: Except for changes that substantially affect implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice.

12. Classification of Cadets:

- a. Basic Cadets (BC): Normally AS100 cadets. GMC cadets who are not scheduled to attend Field Training during the upcoming summer.
- b. Basic Cadet Leaders (BCL): Normally AS200 and AS500 cadets. GMC cadets who are scheduled to attend Field Training during the upcoming summer. FTP includes AS250 Cadets, who are concurrently enrolled students and must accomplish IMT as well as FTP objectives during the same academic year.
- c. Intermediate Cadet Leaders (ICL): Normally AS300 cadets. POC cadets who have just returned from Field Training.
- d. Senior Cadet Leaders (SCL): Normally AS400 cadets. POC cadets who are scheduled to be commissioned in the upcoming year.
- e. Extended Cadet Leaders (ECL): Either AS700 or AS800 cadets. POC cadets who have completed Field Training, two years in the POC, and all Aerospace Studies (AS) requirements but still have one to two terms left of degree requirements.

13. Concurrently Enrolled Students: Cadets concurrently enrolled in AS classes will only enroll in the appropriate LLAB course determined by the student's status in relation to Field Training. The OFC and cadet wing leadership will ensure that both IMT and FTP objectives are met for concurrently enrolled cadets.

14. Attendance and Make-up Work: Students are expected to attend and be on time to all mandatory PMT events. Attendance will be taken at the beginning of each PMT event to ensure compliance. Under certain circumstances, the Operations Flight Commander (OFC) may excuse

absences or tardiness when pre-coordinated or if there is a valid emergency, but only after the missed training objectives have been completed. **Excused absences for illness require a doctor's note dated the same date as the missed PMT event.** The OFC is the only person who can excuse an absence. This attendance requirement is mandatory and is not flexible. Requirements for class attendance and make-up work/exams are consistent with university policies that can be found in the links section below.

If you decide to drop, withdraw, or don't 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, you will be awarded a failing grade.

15. 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.

16. 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.

17. 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.

18. 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://go.ufl.edu/syllabuspolicies>. The use of AI "Entities" is prohibited by the UF student honor

code unless otherwise directed by the instructor.

19. Resources:

- a. UF Undergraduate Catalog: <https://catalog.ufl.edu/>
- b. Current UF grading policies may be found at:
 - i. <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>

19. Final Thoughts: If you've made it this far in reading this syllabus, congratulations for doing the right thing. Your Cadet Wing leadership team has been hard at work all summer and they are excited and ready to help you become the best version of yourself. Come into this semester with an open mind, remember why you are here and what your end goal is, motivate yourselves and those around you, and let's get after an amazing semester!

KEVIN M. NEWTON, Capt, USAF
Operations Flight Commander

Attachment 1: Course Schedule

Week (Sun-Sat)	Training Week	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12 – 16 Jan	TW1					LLAB		
19 – 23 Jan	TW2			PT		PT/LLAB		
26 – 30 Jan	TW3			PT		PT/LLAB		
2 – 6 Feb	TW4			PT		PT/LLAB		
9 – 13 Feb	TW5			PT		PT/LLAB		
16 – 20 Feb	TW6			PT		PT/LLAB		
23 – 27 Feb	TW7			PT		PT/LLAB		
2 – 6 Mar	TW8			PT		PT/LLAB		
9 – 13 Mar	TW9			PT				
16 – 20 Mar	TW10	Spring Break						
23 – 27 Mar	TW11			PT		PT/LLAB		
30 Mar – 3 Apr	TW12			PT		PT/LLAB		
6 – 10 Apr	TW13			PT		PT/LLAB		
13 – 17 Apr	TW14			PT		PT/LLAB		
20 – 24 Apr	TW15					<i>Reading Days</i>		

***The above schedule is tentative and subject to change. For the most up to date schedule and detailed information for PMT events, refer to the semester’s OPLAN and weekly OPORDS posted on Canvas or the AFROTC Det 150 Teams page.

Attachment 2: Course Objectives Course objectives are presented over the entire academic year (Fall 25 – Spring 26) and are subject to change following guidance from Headquarters.

AFROTCI 36-2011 Volume 1 Objective Table		BC	BCL	ICL	SCL
<u>Training Objective 1 - DAF and AFROTC Grade Structure and Insignia</u>					
SOB 1.1	Identify DAF enlisted grade structure by insignia and name.	Ka			
SOB 1.2	Identify DAF & Joint officer grade structure by insignia and name.	Ka			
SOB 1.3	Identify AFROTC grade structure.	Ka			
<u>Training Objective 2 – DAF and AFROTC Chain of Command</u>					
SOB 2.1	List the current DAF and AFROTC chain of command.	Ka			
SOB 2.2	Summarize the chain of command from the President of the United States to you as a cadet.		Kb		
<u>Training Objective 3 - AFROTC Honor Code</u>					
SOB 3.1	Define each element of the AFROTC Cadet Honor Code.	Kb			
SOB 3.2	Recall procedures for reporting a suspected Cadet Honor Code violation.	Ka			
SOB 3.3	Describe common misconceptions and improper applications of the Cadet Honor Code.	Kb			
<u>Training Objective 4 – DAF Customs and Courtesies</u>					
SOB 4.1	Recall proper DAF customs and courtesies expected of cadets to peers, superiors, and subordinates	Ka	Kb		
SOB 4.2	Practice proper forms of saluting and recognize who and when to salute	P1	P2	P3	
SOB 4.3	Practice reporting in/reporting out procedures.	P1	P2	P3	

SOB 4.4	Utilize the proper courtesies displayed during informal and formal activities	P1	P2	P3	
SOB 4.5	Recall procedures for proper display of the flag	Ka	Ka		
SOB 4.6	Describe proper customs and courtesies for outdoor ceremonies	Ka	Kb		
SOB 4.7	Describe proper customs and courtesies for indoor ceremonies	Ka	Kb		
SOB 4.8	Paraphrase proper procedures for folding the flag	Ka	Kb		
SOB 4.9	Demonstrate proper procedures for retreat	P1	P2	P3 ¹	
SOB 4.10	Demonstrate proper procedures for reveille	P1	P2	P3 ¹	
<u>Training Objective 5 - Military Ceremonies and Protocol</u>					
SOB 5.1	Describe Dining-In and Dining-Out procedures and protocol	Ka		Kb	
SOB 5.2	Describe official ceremonies protocol and procedures (award ceremony, change of command, etc.)	Ka	Ka	Kb	
<u>Training Objective 6 – DAF Dress and Appearance Standards</u>					
SOB 6.1	List when it is inappropriate to wear your uniform	Ka	Ka		
SOB 6.2	Demonstrate proper DAF grooming standards	P1	P2	P3	
SOB 6.3	Demonstrate proper AFROTC and DAF dress and appearance standards	P1	P2	P3	
<u>Training Objective 7 - Drill Positions and Movements</u>					
SOB 7.1	Demonstrate drill fundamentals	P1	P2	P3	
SOB 7.2	Demonstrate individual drill instruction	P1	P3		
SOB 7.3	Demonstrate basic drill of the flight	P1	P3		
SOB 7.4	Demonstrate intermediate drill of the flight	P1	P3		
SOB 7.5	Demonstrate advanced drill of the flight	P1	P3		

SOB 7.6	Demonstrate proper guidon positioning, commands, and movements		P2	P3 ¹	
SOB 7.7	Demonstrate detail marching		P3		
SOB 7.8	Demonstrate squadron marching		P1	P3 ¹	
SOB 7.9	Demonstrate Open Ranks Inspection	P1	P2	P3 ¹	
SOB 7.10	Demonstrate proper road guard procedures	P1	P3		
<u>Training Objective 8 - Effective Followership, Leadership, and Teamwork Skills</u>					
SOB 8.1	Demonstrate effective followership	P1	P2	P3	
SOB 8.2	Demonstrate effective team leadership	P1	P2	P3	
SOB 8.3	Demonstrate effective group leadership as POC-In-Charge			P2	P3
SOB 8.4	Demonstrate the principles of an effective debrief		P1	P2	P3
SOB 8.5	Practice Leadership Evaluation Using the Form 2	Ka	Kb	P2	P3
<u>Training Objective 9 - Understand How the DAF Employs Warfighting Assets</u>					
SOB 9.1	Recall DAF contributions to the joint fight	Ka	Kb		
SOB 9.2	Summarize DAF warfighting assets	Ka	Kb		
SOB 9.3	Practice the application of DAF assets to the joint fight through a wargaming scenario or discussion	P1		P2	P3
<u>Training Objective 10 - Expeditionary Skills</u>					
SOB 10.1	Differentiate the different types of orders and their uses		Ka	Kb	
SOB 10.2	Discuss the considerations for operating in secured and/or hostile environments		Ka	Kb	
SOB 10.3	Utilize basic Tactics, Techniques, and Procedures to respond to attacks or threats.	P1		P2	P3
SOB 10.4	Respond to UXOs and IEDs	P1		P2	P3
SOB 10.5	Respond to identified Insider Threat/Active Shooter scenarios		P1	P3	

Training Objective 11 - Preparation for Active Duty

SOB 11.1	Carry Out the cadet mentoring program			P1	P2
SOB 11.2	Practice leadership/management skills in supervising the cadet corps			P1	P2
SOB 11.3	Practice proper feedback and performance evaluation skills			P2	
SOB 11.4	Utilize the ACA during feedbacks			P2	
SOB 11.5	Utilize writing/evaluating narrative statements			P1	
SOB 11.6	Practice elements of OPBs/EPBs			P1	
SOB 11.7	Practice Awards & Decorations			P1	
SOB 11.8	Describe the appropriate usage of the indorsement format of the official memorandum			Kb	
SOB 11.9	Describe the administrative requirement for E-publishing usage to locate pubs and forms			Kb	