

Spring 2024

AS 334-002: Leading People & Effective Comm II

Edwin Cruz

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Cruz, Edwin, "AS 334-002: Leading People & Effective Comm II" (2024). *Aerospace Studies Syllabi*. 12.
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DEPARTMENT OF THE AIR FORCE AIR UNIVERSITY (AETC)

5 Jan 2024

MEMORANDUM FOR AEROSPACE STUDIES 300 STUDENTS

FROM: AS300 Instructor

SUBJECT: AS334 Classroom Policy, Course Objectives, and Syllabus (Spring Semester 2024)

1. This letter and attachment explain classroom procedures, provide course objectives, and list class dates along with lesson titles. Per AFROTCI 36-2011, paragraph 9.10.4, "Do not require students to purchase commercial texts." All course materials (electronic textbooks, guides, and course slides) will be available on Canvas. All students must use their NJIT ID to gain access to Canvas. Contact the NJIT IST Helpdesk for help—refer to their website at ist.njit.edu. The Google Drive will be used as a backup to Canvas. Computer Based Training lessons (CBTs), if required, will be available via the Holm Center Curriculum Site. **All students must be registered for the class, because an accurate class roster will be created and verified via NJIT after the first class session.**

2. Course Objectives:

AS 300 is designed to build on the leadership fundamentals taught in AS200. The theme of this year is Leading People and Effective Communication. You will have the opportunity to utilize your skills as you begin more of a leadership role in the detachment. The goal is for each of you to have a more in- depth understanding of how to effectively lead people, and this semester will provide some of the tools to apply in detachment leadership roles. The topics covered in this course include critical thinking, change management, and familiarizing you with our enlisted force. A large emphasis is placed on effective communication, where you will hone your writing and briefing skills. Public speaking is a part of the job in the USAF, so we will be increasing your public speaking skills. You will also be introduced to Air Force bullet writing, which is an art form in and of itself. The course continues into advanced skills, ethics, and culture training that will prepare you to become an officer and a supervisor.

3. Grading Policy:

a. Cadets are responsible for all lessons assigned. Assignments are due on the day specified on the syllabus at the beginning of class unless otherwise stated by the instructor. Failure to turn in an assignment on time will result in an automatic zero for that assignment. **ASSIGNMENTS WILL NOT BE ACCEPTED LATE WITHOUT PRIOR APPROVAL FROM THE AS300 INSTRUCTOR.**

b. Points towards your final grade will be distributed as follows:

Participation/Homework	20 points
Self-Reflection email	30 points
Position Paper	30 points
Advocacy Briefing	80 points
Final Exam	40 points

Total Points	200 points

c. A final grade will be awarded as follows:

GRADE	LETTER GRADE	PERCENTAGE	COURSE POINTS	
4.0	A	89.5-100	187-200	
3.5	B+	84.5-89.49	173-186	
3.0	B	79.5-84.49	160-172	
2.5	C+	74.5-79.49	148-159	
2.0	C	69.5-74.49	140-147	Minimum required to continue in ROTC
1.0	D	59.5-69.49	119-139	
0.0	F	0-59.49	0 - 118	

d. AS300 cadets who receive a grade of D or lower in any AS course (including LLAB) will result in a conditional event and a Commander’s Retention Review. Cadets will not be permitted to continue in the ROTC program during the next semester! Per AFROTCI 36-2011, Paragraph 9.10.2.1, “Cadets may apply for re-entry, but the failed class(es) will have to be re-accomplished for AFROTC credit.”

e. Incompletes should be used for unusual or unavoidable circumstances; they will not be used for make-up of unsatisfactory or delinquent work, or as a sanction for cadets who do not return uniforms. The Det/CC must approve all “Incompletes” for AS classes and LLAB. An “Incomplete” must be resolved NLT the end of the following term or it will constitute a failure.

4. Attendance Policy:

Cadets and Participating Students **MUST ATTEND 80%** of the scheduled classes to receive a passing grade.

a. Tardiness – Tardiness is both unprofessional and disrespectful, and will not be tolerated. Class begins promptly, and you will be considered tardy if not in your seat by the class start time. Excessive tardiness (3 times) will result in an unexcused absence. If delayed by forces beyond your control, call the office/email ASAP to let the instructor know. An excused absence may be given with proper notification. If you are more than 15 minutes late and do not give proper notice, you will receive an unexcused absence for that week.

b. Absences – Excused absences will be given for incidents beyond your control (i.e. sickness, family emergency, etc.). Unexcused absences will be given for incidents that resulted in lack of planning and/or prioritization (forgot to do Humanities paper due tomorrow so you cannot go to ROTC, vacations, etc.). Opportunities to make up ONE excused absence may be given on a case-by-case basis and objectives must be made up for the absence to be excused.

c. Proper notification - If you plan to be absent from class and/or Leadership Lab, you must email a Memorandum for Record (MFR) to your instructor, the Operations Flight Commander (OFC), and your cadet chain of command, as soon as you are aware of the absence. At the instructor’s discretion, it will be recorded as either an excused or an unexcused absence.

5. Instructor Contact Information:

Maj Edwin J. Cruz, Assistant Professor of Aerospace Studies
 Class: Wednesday 0700-0950
 Office Hours: By appointment
 Phone: (201) 892-1521 E-mail: ejc7@njit.edu

6. Counseling Requirements:

I will conduct personal counseling with each of you during the semester. Each cadet will have their scheduled appointment completed by 21 Mar 2024. Your academic plan must be up-to-date & brought to the counseling appointment. All cadets will wear the service dress uniform for the counseling session. Cadets will report in and out as part of their personal counseling appointments.

7. Classroom Procedures:

a. Every cadet will wear the uniform of the day to class. Personal appearance standards will be in strict accordance with the policies outlined in AFI 36-2903 and the applicable AFROTC supplements.

b. A class leader will be assigned. The following are the class leader responsibilities:

- Check with the instructor 15 minutes before class to see if he/she has any special instructions
- Bring and return any audio-visual equipment needed for class
- Call the class to attention when the instructor enters/leaves the room
- Take class attendance and provide results to the instructor

8. Classroom Behavior:

a. As future United States Air Force officers, you are expected to conduct yourselves as such. Disruption and disrespect toward the instructor or other students will not be tolerated. The following weekly meeting expectations are not all inclusive but should help guide your professional conduct.

- Turn all cell phones OFF or to AIRPLANE MODE
- Place all extra belongings that you bring to class neatly on your desk or under your chair
- Tobacco and alcohol products are not permitted
- Food and drinks are permitted but must not cause distraction and must be cleaned up
- Questions/participation is highly encouraged, and indicates you came to the meeting prepared to clarify any questions you have from the weekly lessons.
- Be courteous and respectful of others, and display professionalism at all times

Additionally expectations if class is a virtual format;

- log onto ZOOM at least 5 minutes prior to class start time
- stay visible on Zoom while class is in session
- stay muted when not actively speaking in class

b. This is a learning environment, challenge each other and yourself with multiple perspectives on classroom topics and world issues; however, remain courteous and allow others to fully explain themselves and at a minimum respect their take on a particular subject.

c. Failure to conduct yourself appropriately during class will result in the following actions:

First Offense: Verbal Cadet counseling

Second Offense: Cadet Wing counseling

Third Offense: Cadre counseling and potential disenrollment.

d. Academic Integrity: Both the USAF and NJIT Honor Code will be upheld. Any violations will be brought to the immediate attention of the Aerospace Studies Department Chair and the Dean of Students.

9. Exams, Quizzes, Reading, and Assignments:

a. There will be one final exam in this class. Exams may include but are not limited to the following types of questions: multiple choice, true/false, completion, and short essay. The last may be included to evaluate the cadet's communication skills, as well as his/her knowledge level of that material. All exam questions will be based on the AS300 Samples of Behavior (SOBs).

b. Quizzes will be given following some lessons. They may be announced ahead of time or unannounced (pop quiz). As with the exam, quizzes may include any combination of the following types of questions: multiple choice, true/false, completion, and short essay. Quiz questions will be based on the AS300 Samples of Behavior (SOBs).

c. You must read all assignments. I take the time to prepare for class, and I expect you to do the same. Reading assignments and material will enable you to intelligently ask questions, respond to questions, and participate in class discussions.

d. Following the Department of the Air Force Writing lesson, each cadet will write at least performance statement per week (350-character limit) to email to their instructor. Near the end of the term or year, cadets will transfer their performance statements onto an AF Form 715, OPB, and submit to their instructor. The intent is for cadets to develop the habit of tracking individual accomplishments, become more comfortable with the narrative-style writing, and to experience consolidating performance onto the AF Form 715. Use AFH 33-337, *The Tongue and Quill* as a reference.

e. Cadets will write a 2-page memorandum IAW DAFH 33-337 explain semester goals.

f. Cadets will send the instructor a 300-word email IAW DAFH 33-337 self-reflecting on their AFROTC career and overall performance. The signature block will not count towards the word total.

g. Cadets will write a 4-page position paper IAW DAFH 33-337 on assigned topic.

h. Cadets will deliver a 19-20-minute prepared briefing. This activity is designed to provide an additional opportunity for cadets to refine their verbal communication skills.

10. Leadership Laboratory (LLAB):

This is the military aspect of the Air Force ROTC program. You must attend LLAB. LLAB will be graded on a pass/fail basis. Performance at LLAB does not affect your Aerospace Studies course grade. In LLAB you will practice and learn military customs and courtesies, formal military formations, refine your followership and leadership skills, and gain an understanding of Air Force jobs and lifestyles.

11. Best of luck in this course and your other courses this semester. I look forward to an exciting semester of learning from one another.

EDWIN J. CRUZ, Maj, USAF
Assistant Professor of Aerospace Studies

Attachment:
AS334 Spring 2024 Schedule

1st Ind, AFROTC DET 490 COMMANDER

5 Jan 2024

MEMORANDUM FOR AS 334 INSTRUCTOR

SUBJECT: Classroom Policy, Course Objectives, and Syllabus (Spring Semester 2024)

As the Education Officer, I reviewed this syllabus for errors and to ensure compliance with AFROTCI 36-2011, para. 9.10. - 9.10.4.

Approved/~~disapproved.~~

JAMES C. CARTER, Lt Col, USAF
Commander
Professor of Aerospace Studies

AS334 Spring 2024 Schedule

<i>Date</i>	<i>Title</i>	<i>Notes</i>
17 Jan	AS300 Course Overview Organizational Climate	
24 Jan	Wingman Intervention (Initial) Professional and Unprofessional Relationships	
31 Jan	Mentoring Critical Thinking II	Semester Goals MFR Due
7 Feb	Leading Diverse Organizations Culture & Gender in Military Operations	
14 Feb	Culture & Gender in Military Operations (con't) Leadership Series: Communication	Self-Reflection Email Due
21 Feb	Managing Competing Priorities Ethical Decision Making: Competing Priorities	
28 Feb	Comprehensive Airman Fitness Change Management	
6 Mar	Theory and Innovation Advocacy Briefing Requirements	
13 Mar	Spring Recess	
20 Mar	Organizational Leadership Theory	Position Paper
27 Mar	Leader of Character Reflection	
3 Apr	Air Force Heritage Series	
10 Apr	Active Duty Air Force	
17 Apr	Communication Skills Plan II	Advocacy Briefing
24 Apr	Communication Skills Plan II	Advocacy Briefing **Last Day of Class**
1 May	Reading Day	
8 May	Final Exam	

Note: The course schedule is subject to change

Holiday/Break
Test Day
Deadline/Assignment Due