

Fall 2024

## AS 221-001 Team & Leadership Fundamentals I

James Carter

Follow this and additional works at: <https://digitalcommons.njit.edu/as-syllabi>

---

### Recommended Citation

Carter, James, "AS 221-001 Team & Leadership Fundamentals I" (2024). *Aerospace Studies Syllabi*. 17.  
<https://digitalcommons.njit.edu/as-syllabi/17>

This Syllabus is brought to you for free and open access by the NJIT Syllabi at Digital Commons @ NJIT. It has been accepted for inclusion in Aerospace Studies Syllabi by an authorized administrator of Digital Commons @ NJIT. For more information, please contact [digitalcommons@njit.edu](mailto:digitalcommons@njit.edu).



## DEPARTMENT OF THE AIR FORCE AIR UNIVERSITY (AETC)

20 Aug 24

MEMORANDUM FOR AEROSPACE STUDIES AS200 STUDENTS

FROM: AS200 Instructor

SUBJECT: AS221 Classroom Policy, Course Objectives, and Syllabus

1. This letter and attachment explain classroom procedures, provide course objectives, and list a detailed schedule. Per AFROTCI 36-2011, paragraph 9.10.4, "Do not require students to purchase commercial texts." **All readings, slides, and course materials will be made available on Canvas and Google Drive; 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](http://ist.njit.edu).** 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:

This course is designed to provide a fundamental understanding of both leadership and team building. This course picks up where AS100 left off and builds on the many layers that contribute to leadership, including aspects that do not always jump to mind. Such things include listening, understanding yourself, being a good follower and problem solving efficiently. AS 200 students will apply these leadership perspectives when completing team building activities and discussing topics like conflict management. Air force knowledge and history will be integrated throughout the course to enhance these objectives. Students should demonstrate basic verbal and written communication skills. Cadets will apply these lessons at Field Training, which follows the AS200 year.

### 3. Grading Policy:

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

Participation (including HW)	10 points
Writing Assignments (2)	30 points
Briefing Assignment (1)	10 points
Quizzes	5 points
Mid Term	15 points
Final Exam (cumulative)	30 points
-----	
Total Points	100 points

b. A final grade will be awarded as follows:

GRADE	LETTER GRADE	COURSE POINTS	
4.0	A	89.5-100	
3.5	B+	84.5-89.49	
3.0	B	79.5-84.49	
2.5	C+	74.5-79.49	
2.0	C	69.5-74.49	Minimum required to continue in ROTC
1.0	D	59.5-69.49	
0.0	F	0-59.49	

c. Cadets are responsible for all assigned lessons. Unless otherwise stated by the instructor, assignments are due at the beginning of class on the day specified on the syllabus. Failure to turn in an assignment on time will result in an automatic zero for that assignment. Assignments will not be accepted late assignments without prior approval.

d. If cadets receive a failing grade for this class, cadets may apply for re-entry but must re-accomplished the course for AFROTC credit.

e. Incompletes should be used for unusual or unavoidable circumstances. “Incompletes” will not be used for make-up of unsatisfactory or delinquent work. 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.

f. You may request your current grade at any time.

#### 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 is not tolerated. Class begins promptly at **1030EST**, 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 as soon as possible to let the instructor know. An excused absence may be given with proper notification (see 4c). If you are more than 15 minutes late and do not give proper notice, you will have an unexcused absence for that week’s class.

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 from a lack of planning and/or prioritization. Opportunities to make up ONE excused absence may be given on a case-by-case basis.

c. Proper notification procedures - If you plan to be absent from class and/or Leadership Lab, you must email a Memorandum for Record (MR, aka MFR) to your instructor, Maj Laake (The Operations Flight Commander), and cadet chain of command as soon as you are aware of the absence. The MFR must include your rationale for missing class and how you plan to make up missed material. It will be up to the instructor’s discretion whether it is recorded as a excused or unexcused absence.

## 5. Instructor Contact Information:

Lt Col James Carter, Professor of Aerospace Studies  
Class: Fridays, 1030-1120EST; Central King Building, Room 212  
Office Hours: By appointment, Faculty Memorial Hall Room 210  
Phone: (973) 596-3626 E-mail: jcc77@njit.edu

## 6. Counseling Requirements:

Instructor will conduct personal counseling with each student during the semester. Each cadet will have his or her scheduled appointment completed by 24 Oct 2024. Your completed (i.e., Signed) Academic Plan must be up-to-date and presented at the counseling appointment. If you need help with your Academic Plan, it is recommended meeting with your academic advisor in advance. Cadets will report in and out as part of their personal counseling appointments and must be in **service dress uniform**. Note: Cadets not issued a uniform prior to their scheduled counseling session will wear the Military Informal Uniform (MIUs). Physical Training uniforms are not allowed.

## 7. Classroom Procedures:

a. Every cadet issued a uniform will wear it to class, otherwise wear professional civilian attire. Personal appearance standards will be in strict accordance with the policies outlined in AFI 36-2903 and the applicable AFROTC supplements.

- b. The instructor will assign a class leader. The class leader will:
- check with the instructor 15 minutes before class for 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 report results to the instructor

## 8. Classroom Behavior:

a. You are expected to conduct yourselves as AF officers and professionals. Class disruption and disrespect toward the instructor or other students will not be tolerated. The following classroom expectations are not all-inclusive but should help guide your professional conduct.

- Be on time
- Turn all cell phones OFF or place in 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, if class is a virtual format;

- log onto ZOOM at least 5 minutes prior to class start time
- stay visible w/camera on while class is in session (DAF dress and appearance standards still apply)
- stay muted when not actively speaking in class

b. 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 (depending on severity).

c. Academic Integrity – Both the USAF and NJIT Honor Code are in effect, and 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 two exams: a midterm and a final. 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 the material. All exam questions are based on the AS200 Lesson's Cognitive Samples of Behavior (CSOBs).

b. Quizzes are at the discretion of the instructor. They may or may NOT be announced ahead of time. As with exams, quizzes may include any combination of the following types of questions: multiple choice, true/false, completion, and short essay. However, quiz questions are based off the AS200 Lesson CSOBs and other pertinent information found in the weekly reading assignments.

c. You are expected to read all assignments. Reading assignments and material will enable you to intelligently ask questions, respond to questions, and participate in class discussions.

d. Each student will write a one-page memorandum for record (MR or MFR) on your motivations for joining ROTC. The instructor will provide a memorandum explaining this assignment as noted in the course schedule. An example MFR can be found in AFH 33-337, *The Tongue and Quill*.

e. Each student will present a prepared briefing. The instructor will identify the topic during the course and will provide a memorandum discussing requirements in greater detail.

f. Each student will write a self-reflection assignment on concepts presented throughout the term as noted in the course schedule. The instructor will provide a memorandum explaining this assignment.

#### **10. Leadership Laboratory (LLAB):**

This is the military aspect of the Air Force ROTC program. You must attend LLAB. LLAB is either a pass or fail event. 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.

JAMES C. CARTER, Lt Col, USAF  
Commander, AFROTC Det490  
Professor of Aerospace Studies

1st Ind, AFROTC DET 490 OPERATIONS FLIGHT COMMANDER

20 Aug 24

MEMORANDUM FOR AS 221 INSTRUCTOR

SUBJECT: AS221 Classroom Policy, Course Objectives, and Syllabus

I, as the Operations Flight Commander, reviewed to ensure completeness and compliance with AFROTCI 36-2011, para. 9.10. - 9.10.4. Approved/~~Disapproved~~

ERIC J. LAAKE, Maj, USAF  
Operations Flight Commander, AFROTC Det490  
Assistant Professor of Aerospace Studies

Attachments  
AS200 Fall 2024 Schedule

*AS200 Fall 2024 Schedule*

<i>Date</i>	<i>Lesson</i>	<i>Title</i>	<i>Notes</i>	<i>Hours</i>
3-5	1	Welcome & Course Overview	Review Syllabus and Announcements in Canvas	1.0
6 Sep	2	Ethical Decision Making: Cheating	- Introduce writing assignments	1.0
13 Sep	3	Self-Awareness	- 16 Personalities HW due - NJIT's Academic Engagement Assignment due in CANVAS	1.0
20 Sep	4	Listening	-Why I Joined ROTC Memo due	1.0
27 Sep	5	Full-Range Leadership (part1)	-Full Range Leadership HW	1.0
4 Oct		Full-Range Leadership (part2)	-Cont. Full Range Leadership HW	1.0
6 - 10 Oct		Online Mid Term		1.0
11 Oct	6	Followership (part1)		1.0
18 Oct		Followership (part2)		1.0
25 Oct	7	Team Building (part1)		1.0
1 Nov		Team Building (part2)	Start "Why I Joined ROTC" Briefings	1.0
8 Nov		Communication Skills	Cont. Briefings	1.0
15 Nov		Communication Skills	Cont. Briefings	1.0
22 Nov		Communication Skills	Cont. Briefings	1.0
28-29 Nov		Thanksgiving Break		0.0
6 Dec	8	Initiative		1.0
7-14 Dec		Online Final Exam		1.0
15 Dec		Winter Break	- Personal Letter Due	0.0

Holiday
Exam
Deadline/Assignment due