Team and Leadership Fundamentals

AS20B Syllabus

Winter Quarter 2019

UCLA

AFROTC DET 055
1. **Instructor**
   Name: Major Jonathan Liscombe, Assistant Professor of Aerospace Studies
   Office: Student Activities Center (SAC) 226
   Office phone: (310) 825-9758
   E-Mail: liscombe@ucla.edu

2. **Class Time, Location, and Credit**
   a. Section 1: Friday, 1300-1350 SAC Room 215 1.0 hour/2 units
   b. Section 2: Thursday, 1400-1450 SAC Room 215 1.0 hour/2 units
   c. Official university enrollment is required to attend class. Those not enrolled by week three will not be allowed to attend class without an official memorandum providing a valid explanation for lack of enrollment. Failure to pay any university fees associated with the class will result in a failing grade.

3. **Course Description:** This course is designed to provide a fundamental understanding of both leadership and team building. It is imperative that cadets are taught from the beginning that there are many layers to leadership, including aspects that don’t always jump to mind. Such things include listening, understanding themselves, being a good follower and problem solving efficiently. The students will apply these leadership perspectives when completing team building activities and discussing things like conflict management. Students should demonstrate basic verbal and written communication skills.

4. **Course Objectives:**
   a) Know the fundamentals of leadership and team building principles
   b) Know how to apply leadership principles during relevant situations

5. **Course Text Books**
   a. T-213, AS200 Team and Leadership Fundamentals
   b. Tongue and Quill, AFH 33-337, dated 27 July 2016

6. **Course Web Site**
   Information about the class and assignments will be posted on the course web page at:
   
   https://moodle2.sscnet.ucla.edu/course/view/19W-AEROST20B-1

   Student Readings, Supplemental Readings, and all other AS 200 cadet course materials can be found at the Holm Center AS 200 Cadet Materials page.

   USAF publications and forms are located at: http://www.e-publishing.af.mil

7. **Grading Criteria**
   a. **Letter Grades:** Your grade in this class is based on your performance. You **must** achieve a grade of “C-” or better in your Air Force courses to maintain academic retention standards and remain in AFROTC. Your grade in this course is based on the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>93 - 100 %</td>
</tr>
<tr>
<td>A-</td>
<td>90 - 92.9 %</td>
</tr>
<tr>
<td>B+</td>
<td>87 - 89.9 %</td>
</tr>
<tr>
<td>B</td>
<td>83 - 86.9 %</td>
</tr>
</tbody>
</table>
b. **Assignment weighting:** Student assignments and exams will be individually graded and combined using the following weights to determine the final course grade.

<table>
<thead>
<tr>
<th>Activity</th>
<th>(% of overall grade)</th>
</tr>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Quiz</td>
<td>20%</td>
</tr>
<tr>
<td>Written Assignment</td>
<td>20%</td>
</tr>
<tr>
<td>Presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Final</td>
<td>30%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

c. **Missed/Late assignments:**

i. If you miss a quiz, exam, or paper turn-in due to an unexcused absence, expect to receive a grade of zero for that graded event.

ii. Turn-in of assignments missed due to an excused absence will be coordinated with the instructor before the due date if possible. Student failure to make arrangements for turn-in of missed assignments within one week of the excused absence will result in a zero grade for the assignment.

iii. Late assignments will be deducted 1 grade per day late (from an A to B, B- to C-, etc.). Assignments will be considered a day late if they are not turned in at the beginning of the class period during which they are due.

8. **Class Participation:**

a. Students are expected to come prepared for class and actively participate in class discussions. To receive maximum credit, cadets must attend all classes (or make up legitimate excused absences) as well as participate by volunteering answers and opinions during discussion. Active participation makes the class more enjoyable and enhances learning!

9. **Quiz/Final Exam:**

a. The questions on the quiz/final exam may consist of multiple choice, fill-in-the-blank, matching, true/false, or essay questions. Quiz and test questions are based on the lesson objectives covered in the textbook reading and/or in the material presented in class.

b. The final examination is comprehensive and given during finals week. If you can correctly address the lesson objectives by studying the material presented in the class slides (posted on the class website) and in your reading assignments, you should do well on the quizzes and final exam.

10. **Written Assignment:** Each student will prepare a Bullet Background Paper (BBP) on a subject assigned by the instructor. Proper format for the paper can be found in *The Tongue and Quill*. Evaluation will be based on format, content, punctuation, spelling, grammar, and organization.
a. NOTE ABOUT PLAGIARISM:

i. Plagiarism is a serious offense. According to UCLA Student Conduct Code 102.01c: Plagiarism includes, but is not limited to, the use of another’s words or ideas as if they were one’s own; including, but not limited to representing, either with the intent to deceive or by the omission of the true source, part of or an entire work produced by someone other than the student, obtained by purchase or otherwise, as the student’s original work; or, representing the identifiable but altered ideas, data or writing of another person as if those ideas, data or writing were the student’s original work.

ii. The penalty for plagiarism in this course is: (1) assignment of zero credit for the entire assignment containing plagiarized material; (2) reporting of the matter to the Dean of Students; and, (3) (for AFROTC cadets) investigation for disenrollment from the program.

11. Oral Presentation/Briefing: You will be required to present a 3 minute (+/- 1 minute) briefing on the subject of your BBP. You are required to use at least 3 Power Point slides in addition to any other visual aids. The PowerPoint slides should only provide quick data points that you speak to; your grade will be drastically reduced if slides are full of information and you read directly from them. Evaluation of the briefing will focus on content, organization, presentation style, and the overall effectiveness of the presentation in expanding the audience’s understanding of the topic. Briefing order will be planned by the class, yet all students should be prepared to brief on the first lesson covering communication studies (presentations). Reminder – Your BBP is supposed to help serve as preparation/delivery aid for this presentation.

12. Reading Assignments: There will be varied outside reading assignments throughout the course. Reading the assigned material is important for comprehension and understanding of the SOBs and other course material, as well as crucial for doing well on quizzes and the final exam.

13. Classroom Conduct:

a. Attendance: Regular class attendance is mandatory for all students. See Table 1 for the class schedule.

i. An excused absence is defined as an absence that was coordinated and approved by the instructor in advance or an absence due to an unexpected, unavoidable or unusual circumstance. Students may coordinate excused absences in advance by contacting the instructor, but the absence will not be excused until the instructor explicitly says so. Students wishing to excuse an absence after the fact must prepare a memorandum explaining the absence and why it should be excused. Absences not explained within one week become unexcused.

ii. AFROTC Cadets only: Regardless of academic performance, you will not receive a passing grade unless you attend 80 percent of the scheduled classes.

iii. All students: Unexcused absences will be reflected in attendance and participation grades.

b. Timeliness: I expect each student to be seated and ready to start the lesson at the time class is scheduled to begin. Tardiness disrupts your learning process and that of other students who were on-time. Be considerate of others and strive to arrive on time; however, it is better to be late than absent. Habitual tardiness will be reflected on attendance and participation grades.

c. Food and drinks: Food and drinks with a lid will be permitted in the classroom.
d. **Academic Freedom:** The class will observe a non-attribution policy for all students, the instructor, and any guests. This policy does not relieve military members and cadets from responsibilities associated with proper respect to authority and the chain of command.

14. **Conduct for Cadets:** (Applies to AFROTC Cadets only)

   a. **Military Protocol:** Learning military protocol is a goal of AFROTC; therefore, we will use it in the classroom. Use the following guidelines for military protocol in class:

      i. Calling the class to attention: It is standard military custom to rise to attention whenever a senior officer enters a room. The first person to see that senior officer entering should announce in a loud voice “Room attention!” (Pronounced “Room tench-hut!”) When the senior officer replies “at ease,” or “carry on,” you may take a seat.

      ii. If an officer of higher rank enters or leaves the classroom while the instructor is present, call the class to attention. Remain standing at attention until the officer directs you otherwise.

      iii. The instructor may select a class leader. The class leader will be responsible for military courtesies extended to the instructor and/or guests, completing an attendance sheet each class period, and ensuring that the classroom is left in proper order. The senior cadet present (determined alphabetically) will perform these functions if the class leader is absent.

      iv. Due to the varying locations of classrooms, it is possible that the instructor may be present in the classroom as students arrive. In this case, when the instructor advises the class leader that the class will begin, the class leader will call the class to attention (civilian students may remain seated) and report in, “Sir/Ma’am, class reports ready for instruction.” It is not necessary to call the class to attention for a break period. When instruction is complete, the instructor will advise the class leader to prepare for dismissal. The class leader will call the class to attention and the instructor will dismiss the class.

      v. Contributing in class: You are not required to stand when contributing to class discussions; however, you should use the words "sir" or "ma’am"--or the officer's rank--anytime you speak directly to an officer.

      vi. None of this protocol should inhibit free discussion and exchange of ideas in the classroom or on the job. Military protocol simply recognizes the position of the senior officer. It does not imply that everything that officer says is always “correct” or that you must adopt the officer’s ideas.

   b. **Military students:** Cadets are required to wear the military uniform to class. Compliance with the dress and grooming standards in AFI 36-2903 (Military Dress and Appearance) and the AFROTC Supplement is mandatory. Cadets may be dismissed from class with an unexcused absence if they do not meet Air Force grooming standards and appearance.

   c. **Term Counseling:** AFROTC cadets must meet at least once each term for a mandatory counseling and records review. Cadets should contact me in person or send me an e-mail requesting a date and time for your counseling and records review. Please sign-up early as the records review needs to be completed as soon as possible. Once scheduled, the appointment is a military formation, and you must wear your uniform to the term counseling session. Any need to cancel or reschedule should be coordinated at least one day in advance of the appointment. Any student in the course may make a counseling appointment to discuss this course, or personal and/or general academic concerns.
d. **Chain-of-Command:** Use the cadet corps chain-of-command to address cadet corps issues. Please feel free to contact me to discuss academics or anything else. However, if a matter is cadet corps related I will refer you to the cadet corps chain-of-command.

15. **Academics:** Academics are your #1 priority. If you are having trouble, be proactive – come see me before it’s too late!

16. **Discrimination and Sexual Harassment:** Discrimination and sexual harassment will not be tolerated by the Air Force, Detachment, or University. If you feel you are being discriminated against or sexually harassed, contact any member of the cadre.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lesson / Activity</th>
<th>Reading &amp; Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>10 &amp; 11 Jan</td>
<td>Welcome and Course Overview</td>
<td>Syllabus</td>
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<tr>
<td>2</td>
<td>17 &amp; 18 Jan</td>
<td>Problem Solving Part 1</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>24 &amp; 25 Jan</td>
<td>Problem Solving Part 2</td>
<td></td>
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<tr>
<td>4</td>
<td>31 Jan &amp; 1 Feb</td>
<td>Your Financial Future</td>
<td></td>
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<tr>
<td>5</td>
<td>7 &amp; 8 Feb</td>
<td>Building Teams</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>14 &amp; 15 Feb</td>
<td>Standards and Accountability</td>
<td>Quiz on Weeks 2-5</td>
</tr>
<tr>
<td>7</td>
<td>21 &amp; 22 Feb</td>
<td>Standards and Accountability</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>28 Feb &amp; 1 Mar</td>
<td>BBP Topic Briefings</td>
<td>Written Assignment Due</td>
</tr>
<tr>
<td>9</td>
<td>7 &amp; 8 Mar</td>
<td>BBP Topic Briefings</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>14 &amp; 15 Mar</td>
<td>Final Exam</td>
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Future air power leaders should appreciate the rich heritage of experience that taught the lessons that have shaped today’s Air Force. Choose an operation conducted during a conflict or time of war that significantly involved the United States Air Force.

You will prepare a 2 page, typed bullet background paper describing the background, planning, challenges, and outcome of the Operation.

Reference pages 224-225 in *The Tongue and Quill, AFH 33-337, dated 27 May 2015*, for guidance on the proper format for the paper. Evaluation of the paper will focus on format, content, and organization. Grading criteria will include transitions, spelling, punctuation, grammar, word choice, conciseness, and paragraph structure.

A minimum of two sources (other than course texts) must be used. Wikipedia is NOT an authorized source. Documentation standards will be in accordance with AFH 33-337, *The Tongue and Quill*, or the UCLA Department of English STYLE SHEET. ENSURE YOU CITE YOUR SOURCES. Any reference or quote from any source must be properly annotated. You must attach a “Sources Cited” page to the bullet background paper. Papers not citing sources will be returned ungraded and considered late.