

Spring 2024

## AS 222-002: Team & Leadership Fundamental II

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# DEPARTMENT OF THE AIR FORCE

## AIR UNIVERSITY (AETC)

1 January 2024

MEMORANDUM FOR AEROSPACE STUDIES 200 STUDENTS

FROM: AS222 Instructor

SUBJECT: AS222 Classroom Policy, Course Objectives, and Syllabus

1. This letter and attachment explains classroom procedures, provides course objectives, and lists 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 are 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 register for the class since NJIT will create and verify an accurate class roster 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 things 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 AS200.

### 3. Grading Policy:

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

Participation	10 points
FT Talking Paper Assignment	15 points
FT Briefing Assignment	25 points
Leadership Reflection Paper	20 points
Final Exam	30 points
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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	Min required to continue in ROTC
1.0	D	59.5-69.49	
0.0	F	0-59.49	

c. 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.

d. If the cadet fails the course, they may apply for re-entry. However, they are required to re-accomplish the course for AFROTC credit. (AFROTCI36-2011v3 para 9.10.2.1.)

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. (AFROTCI36-2011v3 para 9.10.2.2.)

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 are 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 approved 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 are given for incidents that resulted in lack of planning and/or prioritization. The instructor may approve opportunities to make up ONE excused absence on a case-by-case basis.

c. Proper notification - 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 (Operations Flight Commander), and cadet chain of command as soon as you are aware of the absence. It is the instructor's discretion as to whether considered an excused or an unexcused absence.

## **5. Instructor Contact Information:**

Lt Col James Carter, Professor of Aerospace Studies  
Class: Fridays, 1030EST-1120EST; Faculty Memorial Hall, Room 321  
Office Hours: By appointment, Faculty Memorial Hall Room 210  
Phone: (973) 596-3626 E-mail: [jcc77@njit.edu](mailto:jcc77@njit.edu)

## **6. Counseling Requirements:**

The Instructor will conduct personal counseling with each student during the semester. Each cadet will have his or her scheduled appointment completed by 21 Mar 2023. Your Academic Plan must be up-to-date and brought to the counseling appointment or risk being turned away. If you need help with your Academic Plan, ensure you meet with your academic advisor in advance as to ensure you meet the above scheduling timeline. 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 professional civilian attire. Physical Training uniforms are not authorized for this counseling.

## **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. Considered a developmental position, the class leader will:

- check with the instructor 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, record weekly attendance, and report results to the instructor
- be the primary means for instructor to communicate expectations to class
- be the primary means for students to address concerns with 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 them in airline 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 in a virtual format/setting:

- 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. 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.

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 Samples of Behavior (SOBs).

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 Samples of Behavior (SOBs), as well as, warrior knowledge 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 self-reflective talking paper. A memorandum explaining this assignment will be posted on canvas. An example of Air Force Papers can be found in AFH 33-337, *The Tongue and Quill*.

e. Each student will present a prepared briefing based on their self-reflective talking paper. A memorandum explaining this assignment will be provided by the instructor and posted on canvas.

f. Each student will write a Leadership Reflection Paper. A memorandum explaining this assignment will be provided by the instructor and posted on canvas.

## 10. Leadership Laboratory (LLAB):

This is the military aspect of the Air Force ROTC program. You must attend LLAB. The 80% attendance policy for AS classes also applies to 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

Attachment:  
AS222 Spring 2024 Schedule

1st Ind, AFROTC DET 490 OPERATIONS OFFICER

MEMORANDUM FOR AS 222 INSTRUCTOR

SUBJECT: AS222 Classroom Policy, Course Objectives, and Syllabus

I reviewed to ensure completeness and compliance with AFROTCI 36-2011, para. 9.10. - 9.10.4.

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

*AS222 Spring 2024 Schedule*

<i>Date</i>	<i>Title</i>	<i>Notes</i>	<i>Hours</i>
19 January	Lesson 10: Problem Solving	HW: Read Syllabus	1.0
26 January	Lesson 11: Critical Thinking 1		1.0
2 February	Lesson 12: Leadership Series_Ownership		1.0
9 February	Lesson 13: Stress Management		1.0
16 February	Lesson 14: Leadership Series_CAF	Field Training (FT) Talking Paper Due	1.0
23 February	Lesson 14: Part 2_Leadership Series_CAF		1.0
1 March	Lesson 16: Financial Readiness		1.0
8 March	Reflection/Self Study	No class meeting	-
10-16 March	<b>Spring Recess</b>		-
21 March	Scheduling reminder	Last Day for Counseling's to be completed	-
22 March	Communication Skills	FT Briefings	1.0
29 March	<b>Good Friday</b>		-
5 April	Communication Skills	FT Briefings	1.0
12 April	Communication Skills	FT Briefings	1.0
19 April	Lesson 15: Leadership Capstone		1.0
26 April	(cont) Leadership Capstone		1.0
3 May	(cont) Leadership Capstone	Leadership Reflection paper due	1.0
4 - 9 May	<b>Final Exam</b>		1.0

Holiday
Exam (Online)
FOR ACTION- Deadline/Assignment due