

Spring 2024

AS 335-002 Leadership Lab and AS 336- 002 POC Leadership Lab

Department of Aerospace Studies

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15 December 2023

MEMORANDUM FOR ALL AIR FORCE ROTC DETACHMENT 490 CADETS

FROM: AFROTC DET 490/OFC

SUBJECT: Spring 2024 Leadership Laboratory Syllabus

1. **Instructor Information:** Major Edwin Cruz
Office Hours: By Appointment
Phone: (973) 596-3630
Email: ejc7@njit.edu

2. **Introduction.** This syllabus will explain the requirements that you must fulfill in order to pass Leadership Laboratory (LLAB). LLAB and Physical Training (PT) provide you with practical, hands-on command and staff leadership experiences through various tasks within the 490th Cadet Wing (CW). For admin purposes, cadets are classified by the following groups:

- a. Initial Military Training (IMT). Cadets who are part of the GMC but are not scheduled to attend Field Training, normally AS100s
- b. Field Training Preparation (FTP). GMC cadets scheduled to attend FT in the upcoming year, normally AS200, AS250 or AS500 cadets
- c. Intermediate Cadet Leader (ICL). Cadets returning from FT, Normally AS300 cadets
- d. Senior Cadet Leader (SCL). Cadets scheduled to be commissioned in the upcoming year, normally AS400 cadets.

3. **Goals.**

- a. Expose first-year cadets to an informative and motivational program designed to recruit, retain, and familiarize cadets with the Air Force way of life; and foster leadership, followership, teamwork, and esprit de corps.
- b. Instruct FTP cadets on the mental and physical skills needed to succeed in the AFROTC FT environment.
- c. Offer cadets returning from FT sufficient opportunities to demonstrate and develop leadership and management skills needed to be successful as an active duty officer.
- d. Provide commissioning cadets additional opportunities to demonstrate and develop leadership and management skills needed to be successful as an active duty officer, and adequately prepare them to transition from the ROTC environment to active duty.

4. **Attendance Policy.** Cadets and participating students MUST achieve at least 80% attendance 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 or formation by the

scheduled start time as indicated by the Operations Order (see 5a). Excessive tardiness (2 times) will result in an unexcused absence. If delayed by forces beyond your control, let your chain of command and the WG/CCE know. If you are more than 5 minutes late and do not give proper notice, you will receive an unexcused absence for that week.

b. Absences – All absences will initially be categorized as unexcused and will count against the 80% attendance requirement. 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.). Excused absences will be given for incidents beyond your control (i.e. sickness, family emergency, etc.). Opportunities to make up TWO excused absence may be given on a case-by-case basis. Excused absences will count towards meeting the 80% attendance requirement once that classes' objectives have been accomplished.

c. Proper notification - If you plan to be absent Leadership Lab (LLAB), you must email a Memorandum for Record (MFR) detailing your absence to the Operations Flight Commander (OFC) - Major Cruz and your cadet chain of command to include WG/CCE org box, 490ctw.cce@gmail.com. This must be completed as soon as you are aware you will be absent. At the OFC's discretion, it will be recorded as either an excused or an unexcused absence.

5. **LLAB Implementation.** READ THE WEEKLY SCHEDULE ON THE LAST PAGE.

a. Operations Orders (OPORDs). These orders provide specific direction for LLAB and mandatory events such as uniform wear, location of event, and objectives to be presented. OPOORDs will be made available to cadets NLT 1900L on the Sunday prior to LLAB. Every cadet is required to read the OPOORDs before each training day and come prepared for that week's activities.

b. Uniform. OPOORDs specify the uniform to be worn at scheduled mandatory events. In accordance with (IAW) DAFI 36-2903, *Dress and Personal Appearance*, and the AFROTC supplement to that instruction. Uniform for military events after LLAB will be coordinated with AS Instructor.

c. Customs and Courtesies. When in uniform, you shall adhere to proper military customs and courtesies (e.g., calling room/area to attention, saluting superior officers/cadet officers when in a designated salute zone, use of "sir" or "ma'am", standing when addressed by superior officers). It is also appropriate to follow these rules when at the detachment or whenever you are in contact with the cadre or other military members.

6. **Grading and Evaluation Procedures.** LLAB grades are either Pass or Fail. Performance at LLAB does not affect your Aerospace Studies course grade.

a. All cadets must attend a minimum of 80% of LLAB activities. Cadets must also meet the 80% PT attendance requirement to pass LLAB each academic term.

b. All cadets must attempt the Fitness Assessment (FA) at least once. If a cadet fails the FA, this does not constitute a failure in LLAB, but it may impact cadet retention status. Unless a cadet has cadre-approved documentation from a doctor, *failure to attempt* the FA will result in a failure in LLAB. The Body Mass Index/Body Fat portion of the FA will be conducted on those cadets who are medically/physically exempt from the physical portion of the FA.

c. Senior Cadet Leaders who have completed their AS classes but have not graduated will attend LLAB unless excused in writing by the Det/CC, attend PT at least twice a week, and continue to meet all fitness, academic, and military requirements.

d. Both GMC who have completed AS100 and AS200 but have not entered the POC and extended POC will attend LLAB unless excused in writing by the Det/CC, attend PT at least twice a week, and continue to meet all weight, fitness, academic and uniform wear requirements.

e. Attitude Toward Training: Inability or refusal to conform to military training may result in immediate failure and/or dismissal as determined by the Det/CC. Normally, evaluation and feedback are provided to each cadet verbally at LLAB or in writing during official Midterm Counseling.

f. If a cadet fails LLAB, the cadet may apply for re-entry but the LLAB, will have to be re-accomplished for AFROTC credit.

g. Incompletes. 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."

7. Objectives and Schedule. Semester LLAB objectives for each LLAB are listed in the 490th Cadet Wing OPLAN. The OPLAN gives a draft schedule of LLAB dates and times for the entire semester - these dates and times may change, so pay attention to the OPORDs and CW email announcements. **LLAB will be 0700-0900 every Friday from January 16 to April 30 with the exceptions of March 15 and March 29 during NJIT's closure for Good Friday and Spring Recess.**

8. Policy Reminders. Det 490/CC briefs detachment policy to all cadets at the beginning of the term. The following is a brief reminder of some of the items you are responsible for knowing:

a. Physical Discipline and Inappropriate Training: Physical discipline and inappropriate training are not allowed. Examples of inappropriate training techniques are giving direct individual feedback with raised voices, physical maltreatment, physical contact, physical activities given as a consequence, and verbal maltreatment.

b. Relations with Subordinates: Any romantic relationships between cadets must be reported to cadre so the cadet wing positions may be organized to ensure there are no conflicts of interest in the chain of command. Also, cadets are forbidden from using their rank or position to take or be perceived as taking undue advantage of subordinates or infringing on the rights of subordinates.

c. Voluntary vs. Mandatory Events: *Only cadre may authorize an event as mandatory.* All mandatory events will have an OPORD signed by the OFC. Cadets will ensure pressure is not exerted on other cadets to participate in voluntary activities.

d. Dress and Appearance: If you have been issued a uniform, unless otherwise directed, you must wear it when attending any AFROTC function or scheduled meeting with cadre. In rare cases, it may be plausible that you could not fit into a specific uniform. However, it is the cadet's responsibility to maintain a serviceable uniform despite physical changes or damage to the uniform. If not able to wear the uniform of the day (UOD), you must notify cadre, dress appropriately for the event, and maintain Air Force grooming standards.

e. Sexual Harassment, Discrimination, Hazing: There is zero tolerance for such activities in the Air Force or at this detachment. Violators will be dismissed from ROTC.

f. Medical Coverage: Only mandatory PMT events are considered sponsored by AFROTC and thus provide Department of Labor (DOL) medical coverage. Students who have been properly counseled and placed in participating student status are not eligible for coverage.

g. Honor Code: "We will not lie, steal or cheat nor tolerate among us anyone who does."

EDWIN J. CRUZ, Maj, USAF
Operations Flight Commander

Attachments:

1. List of LLAB objectives from AFROTCI 36-2011 Vol 1 AY2023-2024
2. Weekly Schedule

1st Ind, AFROTC DET 490 EDUCATION OFFICER

MEMORANDUM FOR RECORD

SUBJECT: LLAB Spring 2024 Syllabus Approval

I reviewed this syllabus to ensure compliance with AFROTCI 36-2011v3. It is approved.

JAMES C. CARTER, Lt Col, USAF
Education Officer

Objective Proficiency Codes:

Intent: The proficiency code identifies the desired skill level per the appropriate cadet level. The training should be designed to achieve the desired level of proficiency as stated on each objective. Inherently, a higher-level of training proficiency is required for POC cadets teaching certain critical skills; therefore, completion of Gateway to POC 1.0 (at field Training) and Gateway to POC 2.0 (Detachment-based instruction) is required prior to the start of training. At the discretion of cadre, cadets may be allowed to formally instruct, or evaluate cadets without completion of this course.

These proficiency codes are closely related to **Bloom's taxonomy, which is used in Academic Instructor training and the 'Gateway to POC' training course.** The three levels of Bloom's most closely related are the Remember, Understand, and Apply levels.

Most of the LLAB lesson objectives are cadet planned, organized, and executed under the direct supervision of Detachment Cadre.

Objective Proficiency Code Key	
Scale Value	Definition: The Individual
Task Knowledge Level (K)	Subject Knowledge Training: The verb selection identifies the individual's ability to identify facts, state principles, analyze, or evaluate the subject
Ka	Recall basic facts from memory (Bloom's Remember)
Kb	Summarize basic facts from memory and draw conclusions about subject (Bloom's Understand)
Task Performance Level (P)	Performance Training: Identifies that the individual has performed the task to the satisfaction of the course; however, the individual may not be capable of meeting the field requirements for speed and accuracy (Bloom's Apply)
P1	Can do most parts of the task. Needs only help on hardest parts (Partially Proficient - do/participate)
P2	Can do all parts of the task. Needs only a spot check of completed work (Competent - command, direct)
P3	Can do the complete task quickly and accurately. Can tell or show others how to do the task (Highly Proficient - coach/mentor, supervise, instruct)
Note: Proficiency is intended to move from Knowledge to Performance. If an individual achieves a performance proficiency, it is assumed that knowledge has been achieved as well.	

AFROTCI 36-2011 Volume 1 Objective Table		IMT	FTP	ICL	SCL
<u>Training Objective 1 - Dept. of Air Force and AFROTC Grade Structure and Insignia</u>					
SOB 1.1	Identify Dept. of Air Force enlisted grade structure by insignia and name.	Ka			
SOB 1.2	Identify Dept. of Air Force & Joint officer grade structure by insignia and name.	Ka			
SOB 1.3	Identify AFROTC grade structure.	Ka			
<u>Training Objective 2 – Dept. of Air Force and AFROTC Chain of Command</u>					
SOB 2.1	List the current Dept. of Air Force 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 – Dept. of the Air Force 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 – Dept. of Air Force 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
<u>Training Objective 9 - Preparation for Field Training</u>					
SOB 9.1	Recall activities and training events typically scheduled at FT		Ka	Kb ¹	
SOB 9.2	Paraphrase FT evaluation criteria		Ka	Kb ¹	
SOB 9.3	Paraphrase the mental and physical requirements preparations for FT		Ka	Kb ¹	
SOB 9.4	Utilize the 7 basic responses to use with FT staff		P3		
SOB 9.5	Demonstrate dorm maintenance per FTM		P2	P3 ¹	
SOB 9.6	Demonstrate DFAC procedures per FTM		P2	P3 ¹	
SOB 9.7	Practice the required pre-deployment equipment items for Field Training (i.e., accomplish "bag drag")		P2	P3 ¹	
SOB 9.8	Describe the FT Manual information and the importance of learning its material		Kb		
<u>Training Objective 10 - Understand How the Air Force Employs Warfighting Assets</u>					
SOB 10.1	Recall the Air Force contributions to the joint fight	Ka	Kb		
SOB 10.2	Summarize Air Force warfighting assets	Ka	Kb		
SOB 10.3	Practice the application of AF assets to the joint fight through a wargaming scenario or discussion	P1		P2	P3
<u>Training Objective 11 - Expeditionary Skills</u>					
SOB 11.1	Differentiate the different types of orders and their uses		Ka	Kb	

SOB 11.2	Discuss the considerations for operating in secured and/or hostile environments			Ka	Kb	
SOB 11.3	Respond to identified Insider Threat/Active Shooter scenarios			P1	P3	
<u>Training Objective 12 - Preparation for Active Duty</u>						
SOB 12.1	Demonstrate all Gateway to POC 2.0 requirements				P2	
SOB 12.2	Carry Out the cadet mentoring program				P1	P2
SOB 12.3	Practice leadership/management skills in supervising the cadet corps				P1	P2
SOB 12.4	Practice proper feedback and performance evaluation skills				P2	
SOB 12.5	Utilize the ACA during feedbacks				P2	
SOB 12.6	Utilize writing/evaluating bullet statements				P1	
SOB 12.7	Practice elements of OPRs/EPR				P1	
SOB 12.8	Practice Awards & Decorations				P1	
SOB 12.9	Describe the appropriate usage of the indorsement format of the official memorandum				Kb	
SOB 12.10	Describe the administrative requirement for E-publishing usage to locate pubs and forms				Kb	

Note 1: Only select cadets need to be proficient at this level, as required, to fulfill Detachment training requirements.

Weekly Schedule

EVENT	WEEKDAYS	TIME	NOTES	HOURS
Wing PT	Tuesdays	0700-0800	Mandatory	1
PT 1	Mondays	0700-0800	Must attend at least one of these*	1
PT 2	Tuesdays	0800-0900		1
PT 3	Wednesdays	0700-0800		1
PT 4	Thursday	0700-0800		1
LLAB	Fridays [^]	Refer to OPORD	Mandatory for LLAB credit. Normally 0700-0900	2

*Event labled PT 2 (also called supplemental PT) is primarily for crosstown cadets and attendance must be approved by OFC.

[^]LLAB meets every Friday from January 16 to April 30 with the exceptions of March 15 and March 29 during NJIT's closure for Good Friday and Spring Recess.