

AEROSPACE STUDIES LEADERSHIP LABORATORY (LLAB)
AFROTC DETACHMENT 025 ARIZONA STATE UNIVERSITY
SPRING 2021 SEMESTER COURSE SYLLABUS

Cadet Operations Group Commander: **C/Lt Col Maddux**

Location: **Life Sciences A Wing 191**

LLAB Time: **Thursdays 0600-0800**

Cadre Observer: **Capt Mitchell McClune**

Title: **Operations Flight Commander**

Email Address: **mjmcclun@asu.edu**

Office Phone: **(480) 965-3181**

Office: **Social Sciences Building, Room 353**

Office Hours: **0700-1600 Mon-Thurs (closed for lunch 1100-1200); 0700-1200 Fri**

I. COURSE DESCRIPTION

The LLAB program augments the AFROTC academic curriculum. It provides prospective Air Force officers opportunities and feedback to develop the leadership, managerial, and supervisory skills required of successful Air Force officers.

Cadet Classification:

1. Initial Military Training (IMT) – General Military Corps (GMC) cadets not scheduled to attend Field Training (FT), normally AS 100s.
2. Field Training Preparation (FTP) – GMC cadets scheduled to attend FT in the upcoming year, normally AS 200, AS 250 or AS 500s.
3. Intermediate Cadet Leaders (ICL) – Professional Officer Corp (POC) cadets returning from FT, but will not commission in the upcoming year; normally AS 300s.
4. Senior Cadet Leaders (SCL) – POC cadets scheduled to commission in the upcoming year; normally AS 400s.
5. Extended Cadet Leaders (ECL) – POC cadets who have satisfactorily completed all AS academic requirements but still have 1-2 academic terms remaining; normally AS700 or AS800 cadets.

The goals of the LLAB program are to:

1. Provide IMT cadets 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.

2. Provide FTP cadets with the mental and physical skills needed to succeed in the AFROTC field training environment.
3. Provide ICL cadets sufficient opportunities to demonstrate and develop the leadership and management skills needed to successfully function as active duty officers.
4. Provide SCL and ECL cadets additional opportunities to demonstrate and develop the leadership and management skills needed to successfully function as an active duty officer and to adequately prepare them to transition from the AFROTC environment to active duty.

II. COURSE OBJECTIVES

During the academic year, 2020-2021, all training objectives as defined in the LLAB Handbook Curriculum (AFROTCI 36-2011 Vol 1), will be taught a minimum of one time.

Notes:

Per AFROTCI 36-2011, paragraph 10.6, PT objectives are not associated with LLAB grading because PT is recognized as a separate course by the host University.

The course objectives for IMT, FTP, ICL, and SCL/ECL cadets are divided between all of the LLABs throughout the academic year.

**Based on the evolving COVID-19 situation the preliminary schedule is subject to change at any time by authority of the Operations Group Commander and/or OFC.*

**Flight Time is not part of the formal LLAB session*

** Flight Time is used at the discretion of the Operations Group Commander, Squadron Commanders, and Flight Commanders. Flight time will primarily be used for feedbacks, mentorship, meetings, morale, and esprit de corps activities within its respective unit. Esprit de corps will be more heavily integrated into IMT training; however, due to this, it will be executed in a constructive, enjoyable learning environment up to the creativity of the Flt/CCs.*

**POC objectives (ICL, SCL, ECL) are fulfilled equally between training GMC and during planned training time with the POC/CC. All POC cadets will be rotated during LLABs between directly training GMC, and training time with the POC/CC in order to accomplish all stated objectives.*

III. COURSE STANDARDS

ARIZONA STATE UNIVERSITY (ASU) ABSENCE POLICY

1. Students should notify their instructor at the beginning of the semester about the need to be absent from class due to religious observances. Board of Regents policy prohibits discrimination against any student, employee, or other individual because of such individual's religious belief or practice, or any absence thereof.

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2. Students should inform their instructors early in the semester of required class absences due to University sanctioned events or medical purposes. Instructors should attempt to provide opportunities for equivalent work, either before or after the class absence.

Cadets are required to meet certain requirements commensurate with classification. Some of the specific requirements are:

1. COURSE DELIVERY: LLAB is an ASU Immersion course (i.e. on-campus, in-person, technology-enhanced).
2. ATTENDANCE:
 - 2.1. Cadets are required to attend no less than 80% all LLAB functions. LLAB absences causing a cadet to fall below 80% attendance will result in a failing grade. Failing any AFROTC class will result in dismissal/disenrollment from the program. Cadet may apply for re-entry, but the failed class(es) will have to be re-accomplished for AFROTC credit. Absences from LLAB will result in the following:
 - 2.1.1. **First Unexcused LLAB:** Verbal counseling by the cadet's direct supervisor to include reiteration of attendance policy and makeup LLAB objective requirements.
 - 2.1.2. **Second Unexcused LLAB:** Written counseling from squadron or group level supervisor.
 - 2.1.3. **Third Unexcused LLAB:** Documented counseling by a cadre member.
 - 2.2. Cadets can earn attendance credit through in-person or technology-enhanced participation. When cadets are required and/or are approved to participate through technology enhanced course delivery they must be present remotely (ie via Zoom, etc) during the scheduled course time with cameras enabled and in full uniform. **Failure to comply will result in an unexcused absence.**
 - 2.3. OPORDs will include date, time, uniform, and location for the next scheduled LLAB and will be posted every Monday on the cadet link calendar.
 - 2.4. Mandatory LLAB events may occur at different dates, times, and locations from the normally scheduled LLAB (I.e. Dining-In, LLIP, etc.). If any cadet is unable to attend a mandatory event, they must submit written notice via chain of command to the Operations Officer **prior to the event.**
 - 2.5. Cadet attendance records are available on the cadet link. Mandatory LLAB event attendance will be update d by close of business (COB) on the day of the event.
 - 2.6. LLAB Absence Procedures:
 - 2.6.1. **All absences will initially be categorized as unexcused and will count against the 80% attendance requirement.** Absences due to medical reasons or for other situations as approved by the Director of Operations, will only be marked excused only after the

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cadet completes training on missed objectives. Medical notes will be handled digitally and **should be e-mailed directly to Capt McClune AND TSgt Zimmerman**. Excused absences will count towards meeting the 80% attendance requirement.

2.6.2. **The Director of Operations will only approve previously coordinated absences required for AFROTC related duties.** Absences without Operations Officer approval, even AFROTC duty related absences, will not be excused.

2.6.3. Cadets are responsible for correcting attendance record errors within 72 hours after the update deadline. **Once the 72 hour window has past, the absence will be final.** Cadets will coordinate attendance corrections with their respective flight commanders.

3. **MAKE-UP LLAB:** Cadets that are absent for any reason (excused or unexcused) from LLAB events must attend Make-Up LLAB sessions to complete missed training objectives. Cadets must complete make-up objective training within one week of their absence or according to the timeline approved by the OFC. Make-Up LLAB sessions will be coordinated through the cadet's Flight CC and signed off on by their cadet leadership as well as the OFC. Failure to complete AFROTC training objectives will result in dismissal from the program.

4. **PMT/NON-PMT/VOLUNTARY ACTIVITIES:**

4.1. **PMT** is AFROTC-sponsored training that is uniquely military and meets the requirements in Title 10 U.S.C. 2109, Practical Military Training. There are two types of PMT; mandatory and voluntary.

4.1.1. **Mandatory PMT.** AFROTC sponsored training activity when an active duty member assigned within AFROTC authorizes, plans, facilitates and/or provides resources for the activity. A detachment cadre member must be present during these activities. Mandatory PMT events include, but are not limited to, LLAB and PT.

4.1.2. **Voluntary PMT.** Any AFROTC sponsored, military-related training activity that the Det/CC designates as voluntary PMT. Examples include, but are not limited to mock deployments, base visits, orientation flight, GMCOT and drill team/honor guard. AFROTC holds no medical or legal liability for voluntary PMT activities.

4.2. **Non-PMT Activities.** There are many activities cadets participate in that are not training and/or are not sponsored by the detachment or cadet wing. Non-PMT activities include those events that are neither part of the scheduled coursework, part of the curricular activities, nor within the definition of PMT, but have social, public relations, or educational value. Examples of Non-PMT activities include, but are not limited to Arnold Air Society, Silver Wings, booster club, BARC, community service and intramural sports activities.

4.3. **Voluntary Activities.** Cadets who participate in voluntary non-AFROTC sponsored activities will do so in their private student capacity. Voluntary activities should not interfere with completing mandatory LLAB objectives. Cadets will not appear to officially represent the Air Force or wear their uniform at any university, community, or civilian sponsored event (i.e. non-AFROTC sponsored event).

IV. CONDUCT:

1. Cadets will comply with all COVID-19 related government, university and AFROTC health and safety laws, ordinances, and policies, to include mask wear.
2. Cadets will comply with all operations order details (i.e. LLAB location, time, and uniform of the day (UOD)). Uniform wear is **MANDATORY** during all AFROTC classes. In addition to AES classes cadets are required to wear the UOD through close of business every Thursday while on campus. Cadets without uniforms will wear professional attire (Khakis and Navy Blue polo). *Jeans, shorts, mini-skirts, sandals with open-toe, tank tops, t-shirts and tennis shoes are not considered professional attire.*
3. Cadet will treat each other with proper dignity at all times. Cadets are prohibited from using physical discipline, abusive initiations or rites of passage, depriving any student's legal right or privilege, or any form of hazing.

Hazing includes:

- 3.1.1 Physical maltreatment. Any physical cruelty (e.g. screaming into a student's ear or striking a student).
 - 3.1.2 Physical contact. The only exception is correcting military bearing, improper uniform wear, or posture. Prior cadet permission is required.
 - 3.1.3 Verbal maltreatment. Abusive language directed at a student that degrades or slanders his/her character, religion, sex, race, color, national origin, or ethnic background.
 - 3.1.4 Maltraining. Any training practice not designed to reach a training objective (e.g. embarrassing students in front of peers, assigning degrading tasks or remedial flight training for the actions of a few, or physical discipline.).
4. A merit/demerit system is not allowed, nor authorized.
 5. Cadets are specifically forbidden from using their rank or position to take or be perceived as taking undue advantage of subordinates.
 6. Missed Suspenses: Meeting suspenses (i.e. an assignment, task or appointment) is crucial to the success of the cadet wing and developing professionals. Consequences for failing to meet suspenses will be determined by the suspense assigning authority (i.e. cadre or cadets).

Failure to meet cadre suspense will result in the following:

1. **First Missed Suspense Date:** Written counseling by the cadet's respective AS academic instructor on an AFROTC Form 16, this will be placed in the cadet's record.

2. **Second Missed Suspense Date:** Written counseling from the Operations Officer on an AFROTC Form 16, this will be placed in the cadet's record.
 3. **Third Missed Suspense Date:** Written counseling from the Detachment Commander (Det/CC) on an AFROTC Form 16, this will be placed in the cadet's record. The Det/CC will also determine aptitude to continue as an officer candidate.
7. Failure to meet cadet suspense will result in the following:
1. **First Missed Suspense:** Warning and reiteration of missed suspense guidelines through verbal counseling annotated on the cadet link and a memorandum for record created by the cadet's direct supervisor.
 2. **Second Missed Suspense Date:** Written counseling from squadron or group level supervisor annotated on the cadet link.
 3. **Third Missed Suspense Date:** Written counseling by Cadet Wing Vice Commander annotated on the cadet link.
 4. **Fourth Missed Suspense Date:** Written counseling from the Operations Officer on an AFROTC Form 16, this will be placed in the cadet's record.
 5. **Fifth Missed Suspense Date:** Written counseling from the Detachment Commander (Det/CC) on an AFROTC Form 16, this will be placed in the cadet's record. The Det/CC will also determine aptitude to continue as an officer candidate.

It is your responsibility to complete all of your assigned tasks on time and to be on time for appointments. If you will be unable to meet any suspense by the set date/time, you must coordinate with the suspense originator in advance. A chain of command is in place for a reason; use it for assistance and guidance.

V. UNIFORMS:

1. AFI 36-2903 *Dress and Appearance of Air Force Personnel*, AFI 36-2903 *AFROTC Supplement*, and AFROTCI 36-2010 *Cadet Training Programs*, all of which can be found on the cadet website, govern uniform wear. All cadets are expected to review these instructions thoroughly and comply with them at all times. Additionally, the Cadet Wing Inspector General (CW/IG) may establish more explicit directives, which all cadets must adhere to these directives. Cadet directives will be posted on the CW/IG board and on the cadet link. It is every cadet's responsibility to read these instructions and directive and follow them accordingly. Wearing the incorrect uniform for LLAB will result in being marked absent.
2. All issued uniform items provided for AFROTC classes are the property of AFROTC on loan to cadets. You are required to return all issued items before leaving this program. You

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will be required to pay for any uniform item not returned. **Dry clean all uniforms before returning them to the uniform custodian. Uncleaned uniforms will not be accepted and a hold will be placed on the students account until they are returned properly.**

- VI. ***Participation in LLAB is restricted to students pursuing a commission as an Air Force officer. Students are classified as applicants or active cadets, upon meeting AFROTC membership eligibility criteria. All cadets are required to maintain military and academic standards IAW AFROTCI 36-2011. The Operations Officer will counsel each student on their failure to maintain standards and the resulting action.*****

VII. TEXT

LLAB Lesson objectives are derived from the LLAB Curriculum Handbook (AFROTCI 36-2011 VOL 1) and they are posted on the cadet website and each ASU Canvas course (i.e. AS102, AS202, AS302, and AS402). All cadets must have access to the cadet website and Canvas to receive vital information relevant to LLAB activities. Until access is granted, cadets must maintain awareness of all activities via their direct cadet supervisor. LLAB will use the following texts, available either on the cadet website or the Air Force ePublishing website:

- A. AFH 33-337, The Tongue and Quill
- B. AFI 36-2903, Dress & Appearance for AF Personnel
- C. AFI 36-2903 AFROTC Supplement, Dress & Appearance for AF Personnel
- D. AFI 36-2905, Fitness Program (AFROTC Supplement)
- E. AFMAN 36-2203, Drill and Ceremonies
- F. AFPAM 36-2705, Discrimination and Sexual Harassment
- G. AFROTCI 36-2011, AFROTC Cadet Operations
- H. AFROTCI 36-2011 Vol 1, LLAB Curriculum Handbook
- I. T-700, Holm Center Training Manual
- J. T-1626, Guide for the AFROTC Dining-In and Out

VIII. EVALUATION AND GRADING

1. Leadership Laboratory is a Pass/Fail course. Performance in LLAB does not affect the AES academic course or PT grade.
 - 1.1. To pass LLAB, cadets must:
 - 1.1.1. Attend 80% of all required LLAB
 - 1.1.2. Show a positive attitude toward military training
2. Furthermore, LLAB, PT, and cadet activities provide the AFROTC staff with tools to evaluate each cadet based upon the “whole person” concept, which determines their Detachment

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Commander's Ranking (DCR). The DCR is an evaluation of officership potential based on performance as a cadet.

Areas of evaluation, IAW AFROTCI 36-2011, will include: measures of aptitude, work ethic, leadership ability, bearing/verbal skills, fit with Air Force culture and personal fitness.

Each cadet will receive feedback on their performance in each area of evaluation from their respective cadet supervisor and their AFROTC AS instructor. Cadet feedback sessions will be conducted IAW the cadet wing OPLAN. AS instructor feedback will occur during mid-term feedback sessions and prior to any AFROTC selection board nomination.

Failure of this course will result in the removal of the cadet from the AFROTC program. Cadet may apply for re-entry, but the failed class will have to be re-accomplished for AFROTC credit.

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.

IX. PLAGIARISM POLICY

As future Air Force officers, we expect you to exemplify our Core Values: Integrity First, Service before Self and Excellence in all We Do. Plagiarism is the attempt to pass off someone else's work as your own. Lying requires both the act and the intent to deceive, and plagiarism is viewed as lying in writing.

In the "Student Academic Integrity Policy" manual, ASU defines "Plagiarism" [as] using another's words, ideas, materials or work without properly acknowledging and documenting the source. Students are responsible for knowing the rules governing the use of another's work or materials and for acknowledging and documenting the source appropriately." You can find this definition at: <http://provost.asu.edu/academicintegrity>.

The AFROTC Honor Code is **"We will not lie, steal, or cheat, nor tolerate among us anyone who does."**

X. THREATENING BEHAVIOR POLICY

All incidents and allegations of violent or threatening conduct by an ASU student (whether on or off campus) must be reported to the ASU Police Department (ASU PD) and the Office of the Dean of Students. If either office determines that the behavior poses or has posed a serious threat to personal safety or to the welfare of the campus, the student will not be permitted to return to campus or reside in any ASU residence hall until an appropriate threat assessment has been completed and, if necessary, conditions for return are imposed. ASU PD, the Office of the Dean of Students, and other appropriate offices will coordinate the assessment in light of the relevant circumstances.

XI. DISABILITY ACCOMMODATION

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If you need disability accommodations in this class, please see me as soon as possible. Information regarding disability is confidential and a reminder to students when requesting accommodation for a disability that they must be registered with the Disability Resource Center (DRC) and submit appropriate documentation from the DRC.

XII. COUNSELING/ACADEMIC ASSISTANCE

Each student will be counseled concerning academic and professional performance IAW AFROTC regulations and judgment of the instructor. Your instructor is available for counseling at posted hours or by appointment. Make an appointment through the detachment administrative assistant. In general, confidentiality is assured except in reference to abusive, illegal, or prohibited matters.

MITCHELL J. MCCLUNE, Capt, USAF
Assistant Professor of Aerospace Studies

BRANDEE J. HARRAL, Lt Col, USAF
Professor of Aerospace Studies