**Department of Aerospace Studies**

**AS400** **(ASP 105AW)** **Course Syllabus**

**Air Force Management and Leadership**

**Fall 2012**

Instructor: Lt Col Matthew R. Buehler, USAF Office Hours: 0800-1600 M-F

Telephone: 278-6201 (Office) Email: mbuehler@csufresno.edu

**1. INTRODUCTION**: Welcome back to the Aerospace Studies Department and the Fall semester of the final year of your Air Force ROTC program. I hope you are looking forward to a challenging and rewarding year, and trust you are ready to get busy and assume your leadership roles as the leaders of the Cadet Wing. This syllabus identifies course goals and prescribes the policies and procedures to be followed this semester.

**2. COURSE DESCRIPTION**: AS400 (National Security Affairs and Preparation for Active Duty) examines the need for national security, analyzes the evolution and foundation of the American defense policy, strategy and joint doctrine; investigates the methods for managing conflict and overviews regional security, arms control, and terrorism. Special topics of interest focus on the military as a profession, officership, the military justice system and current issues affecting military professionalism. Within this structure, continued emphasis will be given to the refinement of communication skills.

**3. COURSE OBJECTIVES**: The AS400 cadet should comprehend the basic elements of national security policy and processes. The individual should comprehend the air and space power functions and competencies. Also, the individual should understand selected roles of the military in society and current issues affecting the military profession as well as selected provisions of the military justice system. The individual should comprehend the responsibility, authority, and functions of an Air Force commander. The individual should apply listening, speaking, and writing skills in Air Force formats and situations with accuracy, clarity, and appropriate style. The individual should comprehend the factors which facilitate a smooth transition from civilian to military life.

1. **TEXTBOOKS**:

 a. US Constitution, AS400 Student Reader

b. The Fly-By

c. A New Officer’s Guide to Etiquette and Decorum

d. T-408, National Security Affairs and Preparation for Active Duty, Reader

e. T-413, Selected Readings in International Security Studies (Regional Studies),

 Reader

 f. AFH 33-337, Tongue and Quill \*\*

\*\* Located in Class Notebook in Cadet Lounge (You can also check out your own personal copy, if necessary)

**Unless otherwise noted, the readings will be in the T-408 textbook.**

**5. COURSE REQUIREMENTS**: For **ASP105BW** students - final grades will be assigned based on the weighted average of your performance on the following assignments:

 a. Midterm Exam 16.67% 100 points

 b. Final Exam 16.67% 100 points

 c. Written Assignments 40.00% 240 points

 d. Oral Assignments 16.67% 100 points

 e. Attendance/Participation\* 10.00% 60 points

\* Note: Although Attendance/Participation represents only 10.00% of your grade, failure to attend 80% of classes **will** result in an automatic **failing** grade.

**6. GRADING POLICY**: For **ASP105AW** Students, grades are based on the following scale:

 A = 90-100% 550-600 pts

 B = 80-89.99% 500-549 pts

 C = 70-79.99% 450-499 pts

 D = 60-69.99% 400-449 pts

 F = 0-59.99% 0-399 pts

Other factors to consider….

 a. You are required to maintain at least a “C” in AS classes to stay in good standing in the AFROTC program.

 b. Exams may be a combination of multiple choice, true/false, fill in the blank, matching, short answer, and essay.

 c. **Late assignments will automatically be downgraded a full letter grade (10%) each day the assignment are**

 **late. Any assignment handed in after 1600 on its due date will be considered a day late.** Any questions or perceived grading discrepancies must be brought to my attention within 48 hours of receipt of your grades.

d. Read the Legal Notice section of the current Schedule of Courses for the University policy regarding plagiarism, cheating, disruptive behavior, and nondiscrimination. All such policies will be strictly enforced. Intellectual honesty and integrity are paramount to success throughout life. In this class, students caught cheating or plagiarizing will receive an “F” (0 points) for that project, assignment, or exam.

e. You must be familiar with detachment policy on academic integrity and academic freedom as expressed in the ROE. Read the university policy on student conduct and non-discrimination at this link: <http://www.csufresno.edu/catoffice/current/policies.html>.

**7. EXTRA CREDIT**:

a. To receive 25 extra credit points you must:

1. Read and prepare a 2-page book report on one of the books listed at

 [www.af.mil/lib/csafbook/readinglist.shtml](http://www.af.mil/lib/csafbook/readinglist.shtml)

b. Other extra credit options may be available with my approval (books not on the list above).

**8. CLASSROOM PROCEDURES**:

 This class meets Tuesday’s from 1810-2100. The primary classroom is in the North Gym, room 154. You are expected to read the assigned materials for each lesson prior to the class meeting. Since the class is a lecture/ discussion format, I expect you to come to class on time, prepared, and ready to participate in discussions of each week’s lesson. **Tardiness will not be tolerated and will have a negative impact on your grade. For each tardiness incident, you will receive ½ credit for that class attendance/participation points**.

 The class will come to attention when the instructor either enters or exits the room. Before the instructor arrives, the classroom will collectively decide who will call the room to attention, and it will be that person’s responsibility to do so. You will always use the appropriate word “Sir” or “Ma’am” when addressing the instructor. Eating is not permitted in class; however, you are permitted to drink water/soda/coffee, etc.

**9. ATTENDANCE**: Classroom attendance is ***MANDATORY*** and unexcused absences will result in point penalties (minus 1 grade point per each unexcused absence). Likewise, being tardy for class you will receive a .5 grade point deduction in participation points. ***A minimum of 80% attendance is required for a passing grade.*** You will be expected to attend and be prompt for scheduled interviews, testing periods, base visits, etc. If you cannot attend a scheduled appointment, you must contact me in advance.

**10. COUNSELING**: There is no reason for anyone to receive a low grade. If you need any assistance or have any questions regarding the course, AFROTC, or the Air Force in general, my door is always open. I will meet with each cadet at least once during the semester to discuss academic progress and career goals.

**11.** **SUMMARY:** This class should be both interesting and informative. This course affords you an opportunity to prepare yourself for the challenges you will experience once on active duty. This is your class as much as it is mine, so please let me know when there is a problem or if you have a suggestion.

Attachments:

1. AS400 Fall 2012 Lesson Plan

2. AS400 Fall 2012 Written Assignment Guidelines

3. AS400 Fall 2012 Briefing Guidelines

4. End of year project turn-in procedures

5. Appendix 1 - Required CSU Fresno Syllabus Policy Statements

Attachment 1

AS400 Fall 2012 Lesson Plan

|  |
| --- |
| **AS400 Lesson Plan - Fall 2012 (Student Copy)** |
|  |  |  |  |
| **Date** | **Curriculum Details (Lesson #'s)** | **Other deliverables** |  |
| **28-Aug** | (1) Intro to AS 400 |  |  |
|  | (4) The US Constitution | **Start working on Form 48's (due 17 Oct)** |   |
| **4-Sep** | (5) Role of the President, the Executive Branch, Congress, and Civilian Control of the Military | CBT lesson 2 (AF Complaint & FWA)  |   |
|  | (6) Terrorism  |  |   |
| **11-Sep** | (7) The Need for Cross-Cultural Competence |  **Research paper topics due** (memo format) |  ASP105AW only |
|  | (8) Handling Culture Shock Effectively |   |   |
| **18-Sep** | (9) Examining Cultural Domains | CBT lesson 3 (Substance Abuse); **Research paper outline due** |  ASP105AW only |
|  | (9) Examining Cultural Domains  |   |   |
| **25-Sep** | (10) Setting the World Stage |   |   |
|  | (11) USCENTCOM Area of Responsibility | Research paper topics due - **(ASP105A students)** |   |
| **2-Oct** | (12, 13) US Policy, Making Strategy |  |   |
|  | (14) Principles of War and Tenets of Air and Space Power |   |   |
| **9-Oct** | (15) The Evolving Nature of War |  |   |
|  | (16, 17) The Department of Defense, Total Force | **Form 48's Due** |   |
| **16-Oct** | (18) Air and Space Core Functions |  |   |
|  | (AT1) Midterm Review |   |   |
| **23-Oct** | **(AT1) Midterm Exam** | **Midterm grades due for midterm counseling** |   |
|  | (19) Air and Space System Capabilities | Midterm Counseling |   |
| **30-Oct** | (20) Force Packaging | Midterm Counseling |   |
|  | (21) USAF Major Commands | Research paper outline due **(ASP105A students)** |   |
| **6-Nov** | (22) USPACOM Area of Responsibility | Briefing topics due |   |
|  | (23) USAFRICOM Area of Responsibility |  **Research paper draft due**  |  ASP105AW only |
| **13-Nov** | (AT1) Comm Studies (**Briefing Day**) | Briefing talking papers (outline) due |   |
|  | (AT1) Comm Studies |  |   |
| **20-Nov** | **Thanksgiving Break (no class)** |  |   |
| **27-Nov** |  (24, 25, 26, 27) Army, Navy, Marine Corps, Coast Guard |   |   |
|  | (28) Joint Operations |  |   |
| **4-Dec** | (29) Law of Armed Conflict |   |   |
|  | (30) Uniform Code of Military Justice |   |   |
| **11-Dec** | (31,32) Military Law & Case Studies |  |  |
|  | **Final Review** | Research papers due **(all students)** |   |
|  | **Final Exam** | **Date TBD by instructor** |   |
|  |  |  |  |
| Note: Schedule and assignment dates are subject to change. You will be notified by the instructor of any changes. |  |

**Attachment 2**

AS400 Fall 2012 ASP105AW Written Assignment Guidelines

**PURPOSE:**

The objective of this project is to show student comprehension of the role of the US military by research of some specific aspect or example of its actual or potential use. Additionally, it strengthens research, writing, and analysis skills, all of which will be required of you as Air Force Officers. **All papers will be due in both hard and soft copy.**

**ASP105AW REQUIREMENTS:**

Students are required to write a research paper, a minimum of 10-12 typed pages in length (excluding illustrations, tables, etc.), **double spaced with 12 pitch New Times Roman, and 1” margins all around**. Follow general university standards for research paper format (APA) and Tongue and Quill guidance. Endnotes may be used in place of footnotes. **A bibliography is required, and if omitted, will result in a 10% loss in your grade.**

Your assignment will address some aspect of the military establishment or involvement in the present, future, or past. Thoroughly describe the scenario, the primary effect on or by the military, and its impact on the other governmental instruments of foreign policy, or that of our allies. Evaluate what values and beliefs led to the decision to use/not use military force, or the overall effect on the military’s ability to complete its mission. Possibly hypothesize the other options or possible outcomes. I don’t want regurgitated AS200 history papers here - I want you to research a military topic and explore events, outcomes, and aftermath of a military event or topic, and come up with your own hypothesis as to what happened, what could have happened, or what effects the event had on military strategy or history in general. You have a lot of flexibility here - figure out what you want to write about, and run it past me for approval.

Format, spelling and grammar will all be graded along with content. Concentrate your research on reputable sources (including the internet), but feel free to include the “opinions” of politicians, military leaders or special interest leaders as support for an idea.

**SUGGESTED TOPICS:**

You may use one of the following, or submit your own, as long as it meets the above criteria. These topics are just a suggestion to help you come up with more correct subject matter. Your topic should show more detail then these suggestions - remember the topic criteria.

Use of the military by the Bush Administration

The proper role of US forces in UN operations

A combined US military service

The use of the military in the “drug war”

The role of local militias; a place for them in the US “military machine?”

A US ground war in Bosnia/Kosovo?

Nuclear deterrence in the modern world

Legal implications of using or threatening use of nuclear weapons

Downsizing: is the “peace dividend” worth the cost?

Repeal of ‘Don’t Ask, Don’t Tell’ Policy

Conscientious objectors in an all-volunteer force

The increasing role of the military reserve forces

Space: The new high ground

Information warfare and operations

Claire Lee Chennault and the Flying Tigers - was America at war?

…Or anything else that meets the criteria, and is approved by your instructor….

**GRADING:**

Format, spelling and grammar will all be graded along with content. Research paper is worth 200 points for ASP105AW students.

**SCHEDULE:**

11 Sep (COB) - Topic will be identified to instructor (use official memorandum format). A late topic memo will result in the loss of 5 percentage points from your overall paper grade.

18 Sep (COB) - Research paper outline due. A late outline will result in the loss of 5 percentage points from your overall paper grade.

6 Nov (COB) - Research paper draft due.

11 Dec (COB) - Research paper due. **Late assignments will be downgraded one full letter grade for every day that they are late.**

**Attachment 3**

AS400 Fall 2012 Briefing Guidelines

**PURPOSE:**

As an Air Force Officer, you will more than likely have frequent opportunities to brief on a variety of topics concerning your job, special projects, proposals, funding, etc. It is therefore very important to become familiar with accepted Air Force briefing techniques by repeated practice.

**REQUIREMENTS:**

*You will reserve a time slot for your briefing when instructed to do so. During this time*, you will present a 7 minute (+ or - 2 minutes) informative briefing on any AFROTC or Air Force related issue or topic (provided it gets approved by the instructor). Busting the allocated time on this brief will result in a 10% grade reduction for the brief. (A good suggestion would be for students to use the same subject selected for their research paper.) Your briefing should consist of an introduction, 2-4 main points, and a conclusion. You must use at least one visual aid -- POWERPOINT IS REQUIRED, but other forms of visual aids are optional. Grading will be subject to those criteria. Failure to fall within the time period allowed will result in a lower grade, as will failure to include all four main areas. **In addition, you must submit a “Talking paper” outlining your presentation prior to your briefing (T&Q, page 209). Failure to turn in a talking paper will result in a loss of 5 points from your presentation.**

The main idea here is to follow the standard military briefing format and learn to be comfortable speaking in front of people. You need to get your topic turned in and approved by me on 4 November, **in official email format. A late topic email will result in the loss of 5 percentage points from your overall briefing grade.**

A few words on topics: If you use a different topic then your research paper - make sure it is not a purely informative brief. I don’t want to hear a 7-minute brief on the F-22. Nor do I want to hear a brief on why the F-22 is better then the F-15, or the MIG or any other piece of equipment. Use some imagination - don’t just tell me about a piece of hardware. Tell me about a topic that you can actually draw a conclusion from - or something that there may be two sides to, or differing opinions. Tell me about a military leader and why they were great (or not so great). Tell me about a battle in a previous war, and some implications of that battle (LINEBACKER I, LINEBACKER II, THUNDERBOLT, COMMANDO, etc.). Tell me about why the ROTC is broken (or not). You have lots of leeway here - you should be able to come up with something fairly easily.

**Attachment 4**

AS400 Fall 2012 Assignment Turn-in Procedures

You will turn in your written products to me as if you have completed a staff package on active duty. In other words, you will use an electronic Staff Summary Sheet. Complete it correctly and provide your written assignment as an attachment in your first tab. See T&Q pages 219 -223 for reference. I encourage you to look at the procedures for writing an effective Staff Summary Sheet in the T&Q - it will pay dividends later in your career.

The general format is:

Subject: Term Paper

PURPOSE:

DISCUSSION:

RECOMMENDATION:

ACTION OFFICER:

TAB 1:  Term Paper

 Very Respectfully,

I urge you not to procrastinate on this assignment. If you have questions about format, etc., please don’t wait until the end of the semester to get those questions answered. There are many good sources of information on APA format available. You might find the following link useful: <http://ios.lib.csufresno.edu/arc/index.php>.