

University of North Carolina at Charlotte

New Undergraduate

Aerospace Studies

Establishment of an Aerospace Studies Minor

SUMMARY: the Aerospace Studies Department proposes to establish an Aerospace Studies Minor.

Proposed Catalog Copy: while the minor is most appropriate for students wishing to pursue a commission as an officer in the United States Air Force, it is open to all students at the university without incurring any military obligation. A minor in Aerospace Studies provides expertise in military law, national security issues, airpower history, leadership, teambuilding, as well as written and oral communication skills. Experience gained through this minor would be an advantage to any student interested in future government employment.

Grade Requirements: the cumulative grade-point average (GPA) for all courses used toward the minor must be 2.0 or greater, with no course grade lower than a C.

Credit Hour Requirements: a minimum of 16 credits in departmental courses, 12 of which must be upper division.

Course	Title	Credits
FRESHMAN AND SOPHOMORE (C or Better)		
AERO 1101	The Air Force Today I	1
AERO 1102	The Air Force Today II	1
AERO 2101	The Development of Air Power I	1
AERO 2102	The Development of Air Power II	1
JUNIOR AND SENIOR (C or Better)		
AERO 3101	Leadership and Management	3 (O)
AERO 3102	Defense Administration and Military Management	3 (O)
AERO 3201	National Security Issues in Contemporary American Society.	3 (O)
AERO 3202	The Defense Leader: Perspectives on Ethics and Justice.	3 (O)
	Department of Aerospace Studies (Lower Division)	4
	Department of Aerospace Studies (Upper Division)	12
Total Hrs		16

Justification: the curriculum for the Air Force Reserve Officer's Training Corps (AFROTC) is standardized for 144 detachments at different universities throughout the nation. Air University at Maxwell Air Force Base in Alabama oversees the development of the Air Force Officer Accession and Training Schools (AFOATS) Curriculum Catalog. Here, at UNC-Charlotte, the AFROTC program falls under the College of Arts and Sciences as the Department of Aerospace Studies.

The AFROTC program attracts many highly talented students to universities across America and UNC-Charlotte is no exception. Cadets enrolled in the AFROTC program accomplish all university degree requirements for their particular major while simultaneously completing extensive officer commissioning requirements. These include 16 additional credit hours of academic Aerospace Studies classes, a zero credit hour leadership laboratory (once per week) each semester, zero credit hour physical fitness training twice per week, and a four week field training program between the sophomore and junior year. Additionally, all cadets visit an active duty Air Force base each year, attend a formal social event each Spring, attend several incentive programs on weekends, and compete to attend many other training opportunities during the summer (focused on a variety of Air Force career fields). With the inclusion of field training, these cadets commit to well over 750 hours above and beyond their particular degree requirement. This total doesn't even incorporate many other hours devoted to campus and community service projects.

Our primary interest in establishing this Aerospace Studies minor is to reward the extensive time and effort these cadets devote to our program in pursuit of a commission as an officer in the United States Air Force. Many degrees, especially the technical degrees already have a full curriculum. Students seeking degrees in these career fields are highly desired by the Air Force. Since our program levies an additional 16 hours of credited course load (not to mention all the additional requirements where they do not receive official credit), ***a large percentage of these students pursuing technical degrees are forced to extend another year (5 years total at UNC-Charlotte) as a result of being in our AFROTC program.*** For this reason, we believe a minor would be a justified reward for completing our program.

This proposal is also consistent with the actions taken by many other universities with AFROTC programs. Currently, there are 45 schools that have established the Aerospace Studies (or equivalent) program as a minor with many others seeking its establishment.

SPECIAL STUDENTS (NON-CADETS) - Normally, students who participate in AFROTC and take the Aerospace Studies classes are actively pursuing an officer commission in the United States Air Force. However, there may be a circumstance where a student, although very unlikely, would take all four Aerospace Studies classes without wishing to commission as an officer. In this case, I would request the same Aerospace Studies minor be granted to that "non-cadet" student. This person would receive the same 16 credited class hours, but would not take the Lab during the junior and senior year, participate in the physical fitness program, field training, base visits, or in any of the other incentive programs.

In the attachments, are the course syllabi for all Aerospace Studies courses offered at UNC-Charlotte for the last two semesters (Fall 07 and Spring 08). This provides an accurate list of all the subject matter covered. For each lesson, AFOATS provides the instructor with a lesson plan that includes course objectives, reading assignments, an instructor guide, and lecture materials/slides. Also included is an example lesson plan for one of the courses. All lesson plans follow the same standardized format. We'll be happy to provide any additional plans for evaluation.

Impact: any student in any academic major would be eligible to earn the Aerospace Studies minor. The minor would be possible for both technical and non-technical degree programs. There would be no effect on existing courses and curricula since Aerospace Studies uses a standardized curriculum from AFOATS. Anticipated enrollment is approximately 100 students, with a larger proportion of freshman and sophomore students than junior and senior students.

Resources Required To Support Proposal:

1. Personal: No further resources required.
2. Physical Facility: No further resources required.
3. Equipment and Supplies: No further resources required.
4. Computer: No further resources required.
5. Audio-Visual: No further resources required.
6. Other Resources: No further resources required.

Consultation with the Library and Other Departments or Units:

1. Library Consultation: Not required.
2. Consultation with other departments: Not required

Initiation and Consideration of the Proposal: this proposal is fully supported and encouraged by Headquarters AFROTC at Maxwell AFB, AL.

Attachments:

- AERO 1101 Fall 07 Syllabus
- AERO 1102 Spring 08 Syllabus
- AERO 2101 Fall 07 Syllabus
- AERO 2102 Spring 08 Syllabus
- AERO 3101 Fall 07 Syllabus
- AERO 3102 Spring 08 Syllabus
- AERO 3201 Fall 07 Syllabus

- AERO 3202 Spring 08 Syllabus
- Sample lesson plan (AERO 3201 - Lesson 7, The Role of the President)

ATTACHMENT 1
AERO 1101 SYLLABUS

1. **Welcome** to AERO 1101 (AS100)! I'm providing this syllabus to inform you of the requirements for completing this course and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets.
2. **Instructor** (Captain Jim Thigpen). My office is in the AFROTC suite in the Kennedy Building, Room 133-F, and my phone number is (704) 687-2711. My email is JTHIGPE1@uncc.edu and the office FAX is (704) 687-3328. My office hours vary; therefore, please e-mail. **Late or missed appointments are unprofessional and will be reflected in your grade.**
3. **Description.** Although the UNC Charlotte Fall Schedule calls this class Aerospace Studies 1101, you may also hear it called by its Air Force designation of AS 100. AS 100 is a survey course that focuses on the organizational structure and missions of Air Force organizations, officership and professionalism, and includes an introduction to communicative skills. Classes will consist of lecture and guided discussion based upon the lesson objectives and samples of behavior listed in your course textbook, The Foundations of the United States Air Force. A weekly leadership lab (LLAB) consisting of Air Force customs and courtesies, health and physical fitness, and drill and ceremonies is mandatory for all cadets. Students taking the course for credit only and are not part of the Air Force ROTC program are not allowed to attend LLAB. You are considered to be in "Special Student" status.
4. **Course Objectives.** The objectives of this course are for each student to:
 - a. Know the concepts involved in war, and know the roles the Air Force fills within the military/political aspects of war.
 - b. Know the career opportunities available to an Air Force Officer.
 - c. Know the benefits afforded members of the military.
 - d. Know the Air Force dress and grooming standards, and know the customs and courtesies practiced by Air Force ROTC cadets.
 - e. Demonstrate planning skills and basic verbal and written communication skills by presenting an academic plan on an AFROTC IMT 48.
5. **Teaching Method.** We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.
6. **Classroom Standards.**

a. **Meeting Time.** Classes will be held on Thursday from 1100-1215 in Burson Bldg, Room 116. Do not be late for class.

b. **Uniform and Military Standards.** Cadets will wear the uniform of the day to all class sessions. Cadets without uniforms will wear **business** casual. Cadets will wear the uniform the entire day on Thursday. Grooming standards will be met for all class periods, regardless of whether cadets are in uniform. Gentlemen keep your hair cut to standards.

c. **Classroom Preparation.** Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. **Protocol.** Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. **Sidebar conversations are rude and will not be tolerated.** Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments as you would any professional commitment.

e. **Drink policy.** You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or use tobacco products in the classroom.

f. **Attendance.** Class attendance is mandatory. HQ AFROTC policy requires attendance at 80 percent of scheduled classes and labs or substitute activities (12 of 15 scheduled class periods) for a passing final grade. **Any** absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless prior to the start of the next class meeting, you submit a memo to me with justification, requesting the absence be excused. **Requests for excused absences will comply with the guidance and formatting for "The Official Memo" found in The Tongue and Quill.** I reserve the right to let the "unexcused" absence stand if I do not feel your absence is justified. After each absence you must watch the video of the class you missed. Contact the instructor prior to the day of the next class to schedule time to view the video tape at the detachment; do not allow the video equipment to leave the det, unless it is being transported to or from the class.

1. **Unexcused Absences.** You will not be allowed to make up classes, assignments, or tests for unexcused absences.

2. **Excused Absences.** For any excused absence, it is your responsibility to coordinate with me to make up the class and any missed class work (notes, exams, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement

g. **Tardiness.** You are required to be present and prepared for class no later than the official start time for the class. If possible, inform me prior to class if you know you are going to be late. Tardiness and missed appointments are unprofessional and will also be reflected in your grade. **For each tardy annotation on your attendance record you will lose a minimum two points from your classroom participation score.**

h. **Written Assignments.** All written assignments are due at the beginning of class on the date indicated. I will not accept late work unless you have coordinated it in advance with me. All assignments will be typed and in the appropriate format. Assignments not noted in this syllabus may be assigned at my discretion.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Mid Term	30 pts	30%
Final Exam	30 pts	30%
Academic Plan	20 pts	20%
Classroom Participation, Preparation, Professionalism	10 pts	10%
Personal History Background Paper (Draft and Final)	5 pts	5%
Impromptu Brief	5 pts	5%

a. **Mid Term and Final Examination.** The mid-term and the final exam are not course comprehensive and will include only the material covered since the exam of the semester respectively. Your assigned readings and class handouts are the primary sources for tests and the final exam. All tests and the final exam may be multiple choice, true/false and matching questions.

b. **Participation.** You must be prepared for class and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. **Personal History Background Paper.** You must write a 1 page paper about yourself and your personal history in Background Paper Format (Tongue and Quill, Pages 215-216). A draft of this paper is due **13 Sep 07**, and the final paper is due **27 Sep 07**. The grade for this assignment will be an average of the draft and final paper grades. The grading criteria follow.

Grading Criteria (5pts Total)

State Main Idea & Organize Content (1 pt)

Clearly state the main idea being conveyed in the paper and your primary supporting points. Make sure the paper is organized following the blueprint you set through the main idea with an introduction, body and conclusion. Your paragraphs should consist of a topic sentence, supporting sentences and then a conclusion or transition sentence.

Grammar/Spelling/Punctuation (2 pts)

Run spell-check and proof your paper to ensure that these elements are correct.

Examples and Details (Specific) (1 pt)

Your sentences that support your topic sentence in each paragraph should relate to the topic sentence and support it with concrete examples and thoughts.

Follow Directions (Format) (1 pt)

The paper should be in proper Background Paper Format.

d. **Impromptu Brief.** You must conduct a 1-3 minute impromptu briefing on a random topic that I choose. Refer to your Tongue and Quill text (pg. 122) for more information.

e. **Academic Plan.** This is a plan of all your remaining core university requirements, major classes, and AFROTC (AERO) courses that you'll need to graduate on time. You must schedule an appointment with me to review your academic plan. This review must be completed before **11 Oct.** **If your plan review is late without valid excuse, one point will be deducted from your Academic Plan grade for each school day beyond 11 Oct.** Before arriving at that appointment, you must be prepared to brief the current status of your degree plan according to the "Form 48 Directions." You'll need to bring an updated version of your school's general education (core) classes indicating which courses you have or will take to meet the requirements and when that has or will occur in addition to two copies (one for me, one for you) of the completed Academic Plan (AFROTC IMT 48). To be considered complete, this form must be **reviewed and signed (in block 4) by an advisor** from the department from which you intend to graduate. **If you are a UNC Charlotte student and have not declared a major, your academic advisor will be in the Arts and Sciences department.** This requires some planning and scheduling so get started as soon as possible (ASAP)!

f. **Cadet Bio.** An email template will be provided. The Bio is Due 27 Sept 07 back to the instructor via email at jthigpel@uncc.edu.

8. **Grade standards.** In accordance with AFOATSI 36-2011, GMC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in AFROTC. Letter grades will be assigned as follows (percentage is awarded to the nearest whole number).

90%-100%=A	80%-89%=B	70%- 79%=C	60%- 69%=D	59%>F
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9. **Counseling.** Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem escalate out of hand: **good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment.**

10. **Required Texts.** The required texts are listed below, and will be issued to you if they are student retention items. Other texts may be assigned at my discretion. Some of the below texts may be semester specific.

#	TITLE	Abbreviation	
T-107	The Foundations of the United States Air Force (Student Retention)	Found.	2007
AFH 33-137	Tongue and Quill (Student Retention)	T&Q	2004

11. **Academic Integrity Code.** Academic honesty and integrity are essential to the existence and growth of an academic community. Without maintenance of high standards of honesty, members of the instructional faculty are defrauded, students are unfairly treated, and society itself is poorly served. Maintaining the academic standards of honesty and integrity is ultimately the formal responsibility of the instructional faculty; and this responsibility is shared by all members of the academic community. UNC Charlotte strives to create an academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status. Any student who needs a copy of this document may obtain one at the Office of the Dean of Students.

Integrity is imperative for a military member, as indicated by the first AF Core Value: **“Integrity First.”** As future officers you are expected to demand of yourselves a degree of integrity that is above reproach. Anything less will result in the degradation of your calling, the contempt of your peers, and the disrespect of your subordinates. For cadets, integrity violations are grounds for disenrollment from AFROTC. Know and practice the cadet honor code:

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

12. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to us within 72 hours. If you have any questions, see me. Illegal drug use by cadets **will not** be tolerated and is grounds for **dismissal** from the program.

13. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//SIGNED//

JIM H. THIGPEN, Captain, USAF
Assistant Professor of Aerospace Studies

Attachment:

1. Course Schedule

COURSE SCHEDULE
AERO 1101 FALL 2007
Air Force Today I

DATE	LESSON	TITLE	ASSIGNMENT
23 Aug	1	Welcome and Course Overview	Found. Lesson 2 pp. 3 - 12
30 Aug	2	Introduction to AFROTC	Found. Lesson 3 pp. 13 - 36
6 Sep	3	Air Force Dress and Appearance Standards	Found. Lesson 4 pp. 37 - 54
13 Sep	4	Military Customs and Courtesies (Draft Paper Due)	Found. Lesson 5 pp. 55 - 93
20 Sep	5	Air Force Heritage	Found. Lesson 5 pp. 55 - 93
27 Sep	5	Air Force Heritage (Final Paper Due)	Mid-term review pp. 95 - 123
4 Oct	1-5	Mid-Term Exam (Lessons 1-5)	Found. Lessons 6 pp. 95 - 123
11 Oct	6	Department of the Air Force (AFROTC IMT 48 Due)	Found. Lesson 7 pp. 125 - 136
18 Oct	7	War and the American Military	Found. Lesson 8 pp. 137 - 151
25 Oct	8	Air Force Career Opportunities	<i>Found. Lesson 8</i> <i>pp. 137 -151</i>
1 Nov	8	Air Force Career Opportunities	Found. Lesson 9 pp. 153 - 160
8 Nov	9	Air Force Benefits	Found. Lesson 10 pp. 163 - 169
15 Nov	10	Air Force Installations	Tongue & Quill Pg. 122
22 Nov		Thanksgiving (No Class)	
29 Nov	--	Impromptu Briefings	Course Critique
6 Dec		Reading day (No Class)	
13 Dec	--	Final Exam (Lessons 6-10)	

ATTACHMENT 2
AERO 1102 SYLLABUS

1. **Welcome** to AERO 1102 (AS100)! I'm providing this syllabus to inform you of the requirements for completing this course and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets
2. **Instructor.** (Captain Jim Thigpen). My office is in the AFROTC suite in the Kennedy Building, Room 133F, and my phone number is (704) 687-2711. My email is jthigpe1@uncc.edu and the office FAX is (704) 687-3328. My office hours vary; therefore, please e-mail.
3. **Description.** Although the UNC Charlotte Spring schedule calls this class Aerospace Studies 1102, you may also hear it called by its Air Force designation of AS 100. AS 100 is a survey course that focuses on the organizational structure and missions of Air Force organizations, officership and professionalism, and includes an introduction to communicative skills. Classes will consist of lecture and guided discussion based upon the lesson objectives and samples of behavior listed in your course textbook, The Foundations of the United States Air Force. A weekly leadership lab (LLAB) consisting of Air Force customs and courtesies, health and physical fitness, and drill and ceremonies is mandatory for all cadets. Students who are not part of the ROTC program can not attend LLAB. You are considered to be in "Special Student" status
4. **Course Objectives.** The objectives of this course are for each student to:
 - a. Know the Air Force Core Values.
 - b. Know the basic concepts of Air Force leadership.
 - c. Comprehend the basic uses of Air Force briefing and writing formats.
 - d. Comprehend the concept of effective team building.
 - e. Know the importance of managing diversity.
 - f. Comprehend the significance of the Oath of Office and Commissioning.
5. **Teaching Method.** We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.
6. **Classroom Standards.**
 - a. **Meeting Time.** Classes will be held on Thursday from 1100-1215 in McEniry, Room 123.

b. Uniform. Cadets will wear the uniform of the day to all class sessions. Cadets without uniforms will wear business casual (look professional). Cadets will wear the uniform the entire day on Thursday. Grooming standards will be met for all class periods, regardless of whether cadets are in uniform.

c. Classroom Preparation. Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. Protocol. Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments as you would any professional commitment.

e. Personal Conduct. Be polite, professional and punctual. Sidebar conversations are rude and will not be tolerated. Any rude or disruptive behavior will be reflected in grades. When you wish to comment or ask a question, raise your hand and state "Sir or Ma'am".

f. Drink policy. You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or use tobacco products in the classroom.

g. Attendance. Class attendance is mandatory. HQ AFROTC policy requires attendance at 80 percent of scheduled classes and labs or substitute activities (13 of 16 scheduled class periods) for a passing final grade. **Any** absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless prior to the start of the next class meeting, you submit an official memo to me with justification, requesting the absence is excused. Requests for excused absences will comply with the guidance and formatting for "The Official Memo" found in The Tongue and Quill pg 183. I reserve the right to let the "unexcused" absence stand if I do not feel your absence is justified.

- **Unexcused Absences.** You will not be allowed to make up classes, assignments, or tests for unexcused absences.

- **Excused Absences.** For any excused absence, it is your responsibility to coordinate with me to make up the class, watch the video and any missed class work (notes, exams, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement

h. **Tardiness.** You are required to be present and prepared for class no later than the official start time for the class. If possible, inform me prior to class if you know you are going to be late. Tardiness and missed appointments are unprofessional and will be reflected in your grade. For each tardy annotation on your attendance record you will lose at least two points from your classroom participation score.

i. **Written Assignments.** All written assignments are due at the beginning of class on the date indicated, see the schedule. I will not accept late work unless you have coordinated it in advance with me. All assignments will be typed and in the appropriate format. Assignments not noted in this syllabus may be assigned at my discretion. See item nine.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Midterm	30 pts	30%
Final Exam	30 pts	30%
Classroom Participation, Preparation, Professionalism	10 pts	10%
Talking Paper	10 pts	10%
Communications Skills Brief	10 pts	10%
Academic Plan	10 pts	10%
Total	100 points	100%

a. **Examinations.** The midterm and final exam are not course comprehensive and will include only the material covered since the last exam of the semester respectively. Your assigned readings and class handouts are the primary sources for the midterm and final exam. All exams will be multiple choice, matching questions and/or short answer.

b. **Participation.** You must be prepared for class and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. **Oral or Written Assignments.** You will complete an Academic Plan, a talking paper, and a briefing on any approved Air Force leader or topic, see item nine.

8. **Academic Plan.** This is a plan of all your remaining core university requirements, major classes, and AFROTC (AERO) courses that you'll need to graduate. This plan must be completed by 1600 on Thursday, 21 Feb 07. If your plan review is late without valid excuse, one point will be deducted from your Academic Plan grade for each school day beyond 21 Feb 07. Before arriving at that appointment, you must be prepared to brief the current status of your degree plan according to the "Form 48 Directions." If you have previously completed a Form 48-Degree Plan, AND you have not changed your major or the date of graduation (DOG) you should come with an updated version of your school's general education (core) classes indicating which courses you have or will take to meet the requirements and when that has or will occur. If you have changed your major or DOG, or you haven't completed a Form 48 before, you must come prepared as already explained after

you academic advisor has signed your AFOATS Form 48. This requires some planning and scheduling so get started as soon as possible (ASAP)!

9. **Communications Skills Assignment.** For this assignment you will be required to present a 3-5 minute briefing on any approved Air Force leader or topic, PowerPoint is optional. The topic must be presented to me NLT 7 Feb 08 for approval and to avoid duplication. In conjunction with your briefing, you will be required to turn in a briefing talking paper in accordance with the Tongue and Quill, p. 209-210.

10. **Grade standards.** In accordance with AFOATSI 36-2011, GMC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows (percentage is awarded to the nearest whole number).

90%-100%=A	80%-89%=B	70%-	60%-	59%>F
		79%=C	69%=D	

11. **Counseling.** Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem grow out of hand: good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment. All students must schedule an appointment with me for the Academic Plan assignment, and counseling requirements will be conducted during that hour-long appointment. Contract cadets will be counseled as prescribed by AFOATS instructions.

12. **Required Texts.** The required texts are listed below, and will be issued to you if they are student retention items. Other texts may be assigned at my discretion. Some of the below texts may be semester specific.

#	TITLE	Abbreviation	
T-107	The Foundations of the United States Air Force (Student Retention)	Found.	2006
AFH 33-137	Tongue and Quill (Student Retention)	T&Q	2004

13. **Academic Integrity Code.** The university code of student academic integrity governs the responsibility of students to maintain academic integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that code as violating those standards: *cheating, plagiarism, complicity in academic dishonesty, abuse of academic materials, fabrication and falsification, and multiple submissions.* All students are expected to be familiar with the code. Any student who needs a copy of this document may obtain one at the Office of the Dean of Students. **Integrity is imperative for a military member, as indicated by the first AF Core Value: "Integrity First." As future officers you are expected to demand of yourselves a degree of integrity that is above reproach.**

Anything less will result in the degradation of your calling, the contempt of your peers, and the disrespect of your subordinates. For cadets, integrity violations are grounds for disenrollment from AFROTC. Know and practice the cadet honor code:

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

14. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to the Cadre within **72** hours. If you have any questions, see me. Illegal drug use by cadets will not be tolerated and is grounds for dismissal from the program.
15. **Reporting In.** Follow standard reporting procedures when conducting office visits.
16. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//Signed//

JIM THIGPEN, Captain, USAF
Assistant Professor of Aerospace

Course Schedule
AERO 1102 SPRING 2008
Air Force Today II

DATE	LESSON	TITLE	READING ASSIGNMENT
10 Jan	12	Welcome and Course Overview	Lesson 11 Pages 171-186
17 Jan	11	Military Communication skills	Lesson 13 Pages 189-202
24 Jan	13	Air Force Core Values: The Price of Admission	Lesson 13 Pages 189-202
31 Jan	13	Air Force Core Values: The Price of Admission	Lesson 14 Pages 203-218
7 Feb	14	Lead-It's What an Officer Does Briefing Topic Due	Lesson 15 Pages 219-222
14 Feb	15	Interpersonal Communications Talking Papers Due (and slides, if any)	Lesson 15 Pages 219-222
21 Feb	15	Class Briefings Form 48 update Due	Review for Exam
28 Feb	11, 12, 13, 14	Mid-Term Exam	
6 Mar		No Class - Spring Break	Lesson 15 Pages 219-222
13 Mar	15	Class Briefings	Lesson 15 Pages 219-222
20 Mar	15	Class Briefings	Lesson 16 Pages 223-230
27 Mar	16	Team Building: A Central Skill	Lesson 16 Pages 223-230
3 Apr	16	Team Building: A Central Skill	Lesson 17 Pages 231-247
10 Apr	17	Diversity and Harassment: Managing the Force	Lesson 17 Pages 231-247
17 Apr	17	Diversity and Harassment: Managing the Force	Lesson 18 Pages 251-261
24 Apr	18	Oath of Office: The Last Word	Review for Exam
1 May	15, 16, 17, 18	Final Exam & Course Critique	

ATTACHMENT 3
AERO 2101 SYLLABUS

1. **Welcome** to AERO 2101 (AS200). I'm providing this syllabus to inform you of the requirements for completing this course, and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets.

2. **Instructor** (Captain Jim Thigpen). My office is in the AFROTC suite in the Kennedy Building, Room 133-F, and my phone number is (704) 687-2711. My email is JTHIGPE1@uncc.edu and the office FAX is 687-3328. My office hours vary; therefore, please e-mail. **Late or missed appointments are unprofessional and will be reflected in your grade.**

3. **Description**. Although the UNC Charlotte Fall schedule calls this class Aerospace Studies 2101, you may also hear it called by its Air Force designation of AS 200. AS 200 is a survey course that focuses on the organizational structure and missions of Air Force organizations, officership and professionalism, and includes an introduction to communicative skills. Classes will consist of lecture and guided discussion based upon the lesson objectives and samples of behavior listed in your course textbook, *Introduction to the USAF*. A weekly leadership lab (LLAB) consisting of Air Force customs and courtesies, health and physical fitness, and drill and ceremonies is mandatory for all cadets. Students taking the course for credit only and are not a part of the ROTC program can not attend LLAB. You are considered to be in "Special Student" status.

4. **Course Objectives**.

- a. Know the Air Force Core Values and examples of their use throughout the evolution of USAF air and space power.
- b. Know the key terms and definitions used to describe air and space power.
- c. Know the events, leaders, and technical developments which surrounded the evolution of USAF air and space power.
- d. Demonstrate basic verbal and written communication skills.

5. **Teaching Method**. We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.

6. **Classroom Standards**.

a. **Meeting Time**. Classes will be held on Tuesdays from 1400-1515 in MCEN, Room 123.

b. **Uniform**. Cadets will be in uniform the entire (0800 -1700) day to class on Tuesdays and Thursdays (class and lab). Walk-on AS 200 students, until uniforms are issued, will

wear business casual. Grooming standards will be met for all class periods, regardless of whether cadets are in uniform or not.

c. **Classroom Preparation.** Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. **Protocol.** Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. **Sidebar conversations are rude and will not be tolerated.** Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments with this instructor as you would any professional commitment.

e. **Drink policy.** You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or to use tobacco products in the classroom.

f. **Attendance. Class attendance is mandatory.** HQ AFROTC policy requires attendance at 80 percent of scheduled classes and labs or substitute activities (13 of 16 scheduled class periods) for a passing final grade. **Any** absence not made up counts against the 80 percent attendance requirement. **All absences will be considered unexcused unless prior to the start of the next class meeting, you submit a memo to me with justification, requesting the absence is excused.** Requests for excused absences will comply with the guidance and formatting for "The Official Memo" found in The Tongue and Quill. These memos may be emailed to me. I reserve the right to let the "unexcused" absence stand if I do not consider your absence is justified.

1. **Unexcused Absences.** You will not be allowed to make up classes, assignments, or tests for unexcused absences.

2. **Excused Absences.** For any excused absence, it is **your** responsibility to coordinate with me to make up the class and any missed class work (notes, quizzes, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement

g. **Tardiness.** You are required to be present and prepared for class no later than the official start time for the class. If possible, inform me prior to class if you know you are going to be late. Tardiness and missed appointments are unprofessional and will also be reflected in your grade.

h. **Written Assignments.** All written assignments are due at the beginning of class on the date indicated. I will not accept late work unless you have coordinated it in advance with

me. All assignments will be typed and in the appropriate format. Assignments not noted in this syllabus may be assigned at my discretion.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Mid-Term	30 pts	30%
Final Exam	30 pts	30%
Briefing	10 pts	10%
Academic Plan (Review)	10 pts	10%
3 Ps: Classroom Participation, Preparation, Professionalism	10 pts	10%
Talking Paper	5 pts	5%
Briefing Slides	5 pts	5%
Total	100 points	100%

a. **Mid-term and Final Exam.** The mid-term and final exam are not course comprehensive and will include only the material covered since the last test of the semester respectively. Your assigned readings and class handouts are the primary sources for the mid-term and final exam. The mid-term and final exam may be multiple choice and matching questions.

b. **Participation.** You must be prepared for class and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. **Oral or Written Assignments.** You will complete a talking paper, briefing slides and an oral presentation. The Academic plan is a review for returning students.

(1) **Academic Plan.** This is a plan of all your remaining core university requirements, major classes, and AFROTC (AERO) courses that you'll need to graduate on time. You must schedule an appointment with me to review your academic plan. This review must be completed before **18 Sept 07**. **If your plan review is late without valid excuse, one point will be deducted from your Academic Plan grade for each school day beyond 18 Sept 07**. Before arriving at that appointment, you must be prepared to brief the current status of your degree plan according to the "AFROTC IMT Form 48 Directions." If you have previously completed a AFROTC IMT Form 48-Degree Plan, AND you have not changed your major or the date of graduation (DOG), you should come with a current transcript (unofficial) and an updated version of your school's general education (core) classes indicating which courses you have or will take to meet the requirements and when that has or will occur. If you have changed your major or DOG, or you haven't completed an AFROTC IMT 48 before, you must come prepared as already explained in addition to two copies (one for me, one for you) of the completed AFROTC IMT Form 48. **To be considered complete, this form must be reviewed and signed (in block 4) by an advisor from the department**

status. Any student who needs a copy of this document may obtain one at the Office of the Dean of Students.

Integrity is imperative for a military member, as indicated by the first AF Core Value: **“Integrity First.”** As future officers you are expected to demand of yourselves a degree of integrity that is above reproach. Anything less will result in the degradation of your calling, the contempt of your peers, and the disrespect of your subordinates. For cadets, integrity violations are grounds for disenrollment from AFROTC. Know and practice the cadet honor code:

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

12. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to us within 72 hours. If you have any questions, see me. Illegal drug use by cadets will not be tolerated and is grounds for dismissal from the program.

13. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//SIGNED//

JIM H. THIGPEN, Captain, USAF
Assistant Professor of Aerospace Studies

Attachment:

1. Course Schedule

COURSE SCHEDULE
AERO 2101 Fall 2007

DATE	LESSON	TITLE	Reading Assignment
21 Aug	1	Course Overview and Administration	American Military Aviation pp. 11-47 Intro to the USAF pp. 5-19
28 Aug	2	Airpower Thru WWI	American Military Aviation pp. 11-47 Intro to the USAF pp. 5-19
4 Sep	2	Airpower Thru WWI	American Military Aviation pp. 11-47 Intro to the USAF pp. 5-19
11 Sep	2	Airpower Thru WWI	American Military Aviation pp. 48-67, pp. 68-108, pp. 109-141 Intro to the USAF pp. 23-47
18 Sep	3	Airpower: End of WWI thru WWII Academic Plan Due	American Military Aviation pp. 48-67, pp. 68-108, pp. 109-141 Intro to the USAF pp. 23-47
25 Sep	3	Airpower: End of WWI thru WWII	American Military Aviation pp. 48-67, pp. 68-108, pp. 109-141 Intro to the USAF pp. 23-47
2 Oct		Lessons 1-3 (thru 25 Sept) Mid-Term Exam	American Military Aviation pp. 48-67, pp. 68-108, pp. 109-141 Intro to the USAF pp. 23-47
9 Oct		Student Recess-No Class	American Military Aviation pp. 48-67, pp. 68-108, pp. 109-141 Intro to the USAF pp. 23-47
16 Oct	3	Airpower: End of WWI thru WWII	Tongue & Quill
23 Oct	4	Communication Studies	Tongue & Quill
30 Oct	4	Communication Studies	American Military Aviation pp. 142-186, pp. 187-217, pp. 218-249 Intro to the USAF pp. 51-86

6 Nov	5	Airpower Thru the Cold War: Part I	American Military Aviation pp. 142-186, pp. 187-217, pp. 218-249 Intro to the USAF pp. 51-86
13 Nov	5	Airpower Thru the Cold War: Part I	American Military Aviation pp. 142-186, pp. 187-217, pp. 218-249 Intro to the USAF pp. 51-86
20 Nov	5	Airpower Thru the Cold War: Part I	Tongue & Quill
27 Nov	4	Briefings	Tongue & Quill
4 Dec	4	Briefings	Study for Final Exam
11 Dec		Lessons 3-5 (16 Oct thru 4 Dec) Final Exam	

ATTACHMENT 4
AERO 2102 SYLLABUS

1. **Welcome** to AERO 2102 (AS200). I'm providing this syllabus to inform you of the requirements for completing this course, and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets.

2. **Instructor** (Captain Jim Thigpen). My office is in the AFROTC suite in the Kennedy Building, Room 133-F, and my phone number is (704) 687-2711. My email is JTHIGPE1@uncc.edu and the office FAX is 687-3328. My office hours vary; therefore, please e-mail.

3. **Description**. Although the UNC Charlotte Fall schedule calls this class Aerospace Studies 2101, you may also hear it called by its Air Force designation of AS 200. AS 200 is a survey course that focuses on the organizational structure and missions of Air Force organizations, officership and professionalism, and includes an introduction to communicative skills. Classes will consist of lecture and guided discussion based upon the lesson objectives and samples of behavior listed in your course textbook, *Introduction to the USAF*. A weekly leadership lab (LLAB) consisting of Air Force customs and courtesies, health and physical fitness, and drill and ceremonies is mandatory for all cadets. Students taking the course for credit only and are not a part of the ROTC program can not attend LLAB. You are considered to be in "Special Student" status.

4. **Course Objectives**.

- e. Know the Air Force Core Values and examples of their use throughout the evolution of USAF air and space power.
- f. Know the key terms and definitions used to describe air and space power.
- g. Know the events, leaders, and technical developments which surrounded the evolution of USAF air and space power.
- h. Demonstrate basic verbal and written communication skills.

5. **Teaching Method**. We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.

6. **Classroom Standards**.

a. **Meeting Time**. Classes will be held on Tuesdays from 1100-1215 in Burson Room 116.

b. **Uniform**. Cadets will be in uniform the entire (0800 -1700) day to class on Tuesdays and Thursdays (class and lab). Walk-on AS 200 students, until uniforms are issued, will

wear business casual (look professional). Grooming standards will be met for all class periods, regardless of whether cadets are in uniform or not.

c. **Classroom Preparation.** Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. **Protocol.** Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments as you would any professional commitment.

e. **Personal Conduct.** Be polite, professional and punctual. Sidebar conversations are rude and will not be tolerated. Any rude or disruptive behavior will be reflected in grades. When you wish to comment or ask a question, raise your hand and state "Sir or Ma'am".

f. **Drink policy.** You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or use tobacco products in the classroom.

g. **Attendance. Class attendance is mandatory.** HQ AFROTC policy requires attendance at 80 percent of scheduled classes and labs or substitute activities (13 of 16 scheduled class periods) for a passing final grade. **Any** absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless prior to the start of the next class meeting, you submit an official memo to me with justification, requesting the absence is excused. Requests for excused absences will comply with the guidance and formatting for "The Official Memo" found in The Tongue and Quill pg 183. I reserve the right to let the "unexcused" absence stand if I do not feel your absence is justified.

- **Unexcused Absences.** You will not be allowed to make up classes, assignments, or tests for unexcused absences.

- **Excused Absences.** For any excused absence, it is your responsibility to coordinate with me to make up the class, watch the video and any missed class work (notes, exams, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement

h. **Tardiness.** You are required to be present and prepared for class no later than the official start time for the class. If possible, inform me prior to class if you know you are

going to be late. Tardiness and missed appointments are unprofessional and will be reflected in your grade. For each tardy annotations on your attendance record you will lose at least two points from your classroom participation score.

i. **Written Assignments.** All written assignments are due at the beginning of class on the date indicated, see the schedule. I will not accept late work unless you have coordinated it in advance with me. All assignments will be typed and in the appropriate format. Assignments not noted in this syllabus may be assigned at my discretion. See item nine.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Midterm	30 pts	30%
Final Exam	30 pts	30%
Classroom Participation, Preparation, Professionalism	10 pts	10%
Position Paper	10 pts	10%
Communications Skills Brief	10 pts	10%
Academic Plan	10 pts	10%
Total	100 points	100%

a. **Examinations.** The midterm and final exam are not course comprehensive and will include only the material covered since the last exam of the semester respectively. Your assigned readings and class handouts are the primary sources for the midterm and final exam. All exams will be multiple choice, matching questions and/or short answer.

b. **Participation.** You must be prepared for class and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. **Oral or Written Assignments.** You will complete an Academic Plan, a talking paper, and a briefing on any approved Air Force leader or topic, see item nine.

8. **Academic Plan.** This is a plan of all your remaining core university requirements, major classes, and AFROTC (AERO) courses that you'll need to graduate. This plan must be completed by 1600 on Thursday, 19 Feb 07. If your plan review is late without valid excuse, one point will be deducted from your Academic Plan grade for each school day beyond 19 Feb 07. Before arriving at that appointment, you must be prepared to brief the current status of your degree plan according to the "Form 48 Directions." If you have previously completed a Form 48-Degree Plan, AND you have not changed your major or the date of graduation (DOG) you should come with an updated version of your school's general education (core) classes indicating which courses you have or will take to meet the requirements and when that has or will occur. If you have changed your major or DOG, or you haven't completed a Form 48 before, you must come prepared as already explained after you academic advisor has signed your AFOATS Form 48. This requires some planning and scheduling so get started as soon as possible (ASAP)!

9. **Communications Skills Assignment.** For this assignment you will be required to present a 3-5 minute briefing on any approved Air Force leader, topic or Field Training Prep, PowerPoint is optional. The topic must be presented to me NLT 11 Mar 08 for approval and to avoid duplication. In conjunction with your briefing, you will be required to turn in a position paper NLT 1 Apr 08 IAW the Tongue and Quill, p. 217-218 on your briefing topic. The position paper shall be typed in Arial 10 font, one page and one side.

10. **Grade standards.** In accordance with AFOATSI 36-2011, GMC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows (percentage is awarded to the nearest whole number).

90%-100%=A	80%-89%=B	70%-	60%-	59%>F
		79%=C	69%=D	

11. **Counseling.** Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem grow out of hand: good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment. All students must schedule an appointment with me for the Academic Plan assignment, and counseling requirements will be conducted during that hour-long appointment. Contract cadets will be counseled as prescribed by AFOATS instructions.

12. **Required Texts.** The required texts are listed below, and will be issued to you if they are student retention items. Other texts may be assigned at my discretion. Some of the below texts may be semester specific.

#	TITLE	Abbr	Year
	American Military Aviation (Returned upon class completion)	AMA	2002
T-212	The Evolution of USAF Air and Space Power	Intro USAF	2007
AFH 33-337	Tongue and Quill		2004
T-213	AS 200 Note Taker	CSG	2004-2005

13. **Academic Integrity Code.** The university code of student academic integrity governs the responsibility of students to maintain academic integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that code as violating those standards: *cheating, plagiarism, complicity in academic dishonesty, abuse of academic materials, fabrication and falsification, and multiple submissions.* All students are

expected to be familiar with the code. Any student who needs a copy of this document may obtain one at the Office of the Dean of Students.

Integrity is imperative for a military member, as indicated by the first AF Core Value: “Integrity First.” As future officers you are expected to demand of yourselves a degree of integrity that is above reproach. Anything less will result in the degradation of your calling, the contempt of your peers, and the disrespect of your subordinates. For cadets, integrity violations are grounds for disenrollment from AFROTC. Know and practice the cadet honor code:

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

14. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to the Cadre within **72** hours. If you have any questions, see me. Illegal drug use by cadets will not be tolerated and is grounds for dismissal from the program.

15. **Reporting In.** Follow standard reporting procedures when conducting office visits.

16. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//SIGNED//

JIM H. THIGPEN, Captain, USAF
Assistant Professor of Aerospace Studies

Attachment:

1. Course Schedule

**COURSE SCHEDULE
AERO 2102 Spring 2008**

DATE	LESSON	TITLE	READING
15 Jan		Welcome Course Overview and Administration	Intro USAF Lesson 6 AMA Chapter 1 pages 11-47
22 Jan	Lesson 6	Airpower thru the Post Cold War Pt II	Intro USAF Lesson 6 AMA Chapter 2 pages 48-94
29 Jan	Lesson 6	Airpower thru the Post Cold War Pt II	Intro USAF Lesson 6 AMA Chapter 2 pages 48-94
5 Feb	Lesson 6	Airpower thru the Post Cold War Pt II	Intro USAF Lesson 7 AMA Chapter 3 pages 95-141
12 Feb	Lesson 7	Airpower in the Post Cold War	Intro USAF Lesson 7 AMA Chapter 3 pages 95-141
19 Feb	Lesson 7	Airpower in the Post Cold War Academic Plan Due	Midterm Study
26 Feb		Midterm Exam	Intro USAF Lesson 7 AMA Chapter 4 pages 142-186
4 Mar		Spring Break	Be Safe
11 Mar	Lesson 7	Airpower in the Post Cold War Position Paper Topic Due	Intro USAF Lesson 8 AMA Chapter 5 pages 187-217
18 Mar	Lesson 8	Airpower Today	Intro USAF Lesson 8 AMA Chapter 5 pages 187-217
25 Mar	Lesson 8	Airpower Today	Intro USAF Lesson 8 AMA Chapter 6 pages 218-249
1 Apr	Lesson 8	Airpower Today Position Paper Due	Intro USAF Lesson 8 AMA Chapter 6 pages 218-249
8 Apr	Lesson 8	Airpower Today	Intro USAF Lesson 8 AMA Chapter 7 pages 250-292
15 Apr	Lesson 8	Airpower Today	Intro USAF Lesson 9 Tongue and Quill pages 217, 218

22 Apr	Lesson 9	Communication Studies Briefings	Tongue and Quill pages 217, 218
29 Apr		Briefings	Final Exam Study
6 May		Final Exam	

ATTACHMENT 5
AERO 3101 SYLLABUS

1. **Welcome** to AERO 3101 (AS300). I'm providing this syllabus to inform you of the requirements for completing this course, and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets/.

2. **Instructor:** Captain Toni Agnew. Office Kennedy Building, Room 133D. Phone number is (704) 687-4539. E-mail is TLAgnew@uncc.edu and the office FAX is 704-687-3328. My office hours vary; therefore, please e-mail. **Late or missed appointments are unprofessional and will be reflected in your grade.**

3. **Description.** Although the UNC Charlotte Fall schedule calls this class Aerospace Studies 3101, you may also hear it called by its Air Force designation of AS 300. AS 300 focuses on developing leadership and management skills. Members of the cadet corps will have an additional opportunity to apply the leadership and management techniques learned in the classroom in a supervised environment-Leadership Lab.

4. **Course Objectives.**

- i. Comprehend selected individual leadership skills and personal strengths and weaknesses as applied in an Air Force Environment.
- j. Comprehend the responsibility and authority of an Air Force officer.
- k. Comprehend the Air Force officer's responsibilities in the counseling and feedback process.
- l. Comprehend the Air Force officer's selected duties and responsibilities as a subordinate leader.
- m. Comprehend and apply concepts of ethical behavior.
- n. Apply listening, speaking, and writing skills in Air Force-peculiar formats and situations with accuracy, clarity, and appropriate style.

5. **Teaching Method.** We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.

6. **Classroom Standards.**

a. Meeting Time. Classes are held on Tuesday/Thursday (1230-1345) in Smith, Room 328.

b. Uniform. Cadets will be in uniform the entire day (0800-1700) on Tuesday and Thursday. Cadets who have not been issued uniforms will wear business casual (no shorts, blue jeans, or T-shirts). Males will wear a shirt with a collar. No civilian or military hats will be worn in the classroom. Grooming standards will be met at all times. Males will be clean-shaven (shaved the morning of class) with proper haircuts, and will not wear earrings

or other body piercings. Women will follow regulations for wear of jewelry. Hair for all cadets will not be dyed or unnatural in color.

c. Classroom Preparation. Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. Note takers, when applicable, will be provided to you. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. To be successful in this class you must actively contribute to discussions and group leadership problems/activities.

d. Protocol. Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. **Sidebar conversations are rude and will not be tolerated.** Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments with this instructor as you would any professional commitment. Failure to do so will result in the reduction of at least 2 professionalism points towards your final grade (see grading policy below).

e. Drink policy. You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or to use tobacco products in the classroom.

f. Attendance. *Class attendance is mandatory.* HQ AFROTC policy requires attendance at *80 percent* of scheduled classes and labs or substitute activities (23 of 29 scheduled class periods) for a passing final grade. *Any* absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless you submit a memo to me with justification ***prior to missing the class***. Format requests using "The Official Memo" found in *The Tongue and Quill* (page 183). I have the final decision as to whether or not your absence is justified. A memo is still required, regardless of whether you believe the absence will be excused or unexcused. Any work due that day, including quizzes or tests, will receive a "zero grade" if the absence is unexcused.

1. Unexcused Absences. You will not be allowed to make up classes, assignments, or tests for unexcused absences.

2. Excused Absences. For any excused absence, it is your responsibility to coordinate with me to make up the class and any missed class work (notes, quizzes, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement. Work missed must be made up *prior to the next class*, unless you coordinate with me for an extension. *Failure to make up work by the next class will result in a zero for that work, and will count as an unexcused absence.*

g. Tardiness. You are required to be in your seat no later than the official start time for the class. If possible, inform me ***prior to class*** if you know you are going to be late.

Tardiness and missed appointments are unprofessional and will not be tolerated. *Unexcused tardiness will result in the loss of 1 professionalism point from your grade.* I have the final decision as to whether or not your excuse for the tardiness is justified. Missing a quiz due to an unexcused tardy will receive a “zero grade”.

h. Homework Assignments. All reading, writing, and briefing assignments are due at the beginning of class on the date indicated. I will not accept late work unless you have coordinated it in advance with me. All assignments will be typed and in the appropriate format.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Mid-term exam	25 points	25%	4 Oct
Final exam	25 points	25%	20 Nov
Informative Briefing	10 points	10%	27-29 Nov
Talking Paper	5 points	5%	15 Nov
Quiz	5 points	5%	20 Nov
Current Events	5 points	5%	11 Oct
Bullet Background Paper	5 points	5%	11 Oct
Professionalism	<u>20 points</u>	<u>20%</u>	
Total	100 points	100%	

a. Examinations. The Mid-term and Final will cover the first and second parts of the semester respectively. All exams will be multiple-choice, true/false, and or matching.

b. Briefing Assignments. You will be given two briefing assignments during the semester; one short current events briefing and an 8-10 minute informative briefing on leadership. Subjects, dates and guidelines will be provided during the lesson given in class meetings 2-6.

c. Written Assignments. A Talking Paper (see T&Q 209) on your leadership briefing and a Bullet Background Paper on your current event. In addition to the graded assignment, each cadet will complete (or update) their cadet biography - **due date is 4 Sep.** This is not graded, but you will lose professionalism points for missing the deadline.

d. Participation. You must be prepared for class, and you are expected to participate in class discussions in a manner befitting a future professional officer.

e. Briefings. You will give one informative briefing and a current events briefing; subjects will be provided later in Lesson 4. Each cadet will sign up for a date during that lesson.

f. Readings. All reading assignments are mandatory. No-notice quizzes may be used to see if you read and comprehended the material from the readings and lecture.

g. Professionalism. As an AS 300 cadet, you are expected to demonstrate the highest standards of professionalism and you will be evaluated more closely in this area than your previous years in the AFROTC program. For this reason, professionalism carries more weight toward your final grade than in your previous classes. You start the semester with 20 points. You lose them as follows:

- Unexcused absence -2
- Unexcused Tardiness -1
- Failure to meet grooming standards while in class (haircuts, unshaven, etc) -1
- Failure to wear the uniform of the day -1
- Failure to wear uniform properly (missing rank, belt, wrong T-shirt, etc) -1
- Failure to show for your term counseling appointment -2
- Failure to be properly prepared for your term counseling appointments with the Form 48 filled out -2
- Failure to be properly prepared for class -2
- Failure to actively participate in class -2
- Failure to render proper customs and courtesies -1
- Other points may be deducted as needed.

8. **Grade standards.** In accordance with AFOATSI 36-2011, para 2.15.4.1, POC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows; percentage is rounded to the nearest whole number: **Receiving a "D" or lower in an AS class will result in a disenrollment investigation!**

90%-100%=A	80%-89%=B	70%-	60%-	59%>F
		79%=C	69%=D	

9. **Counseling.** Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem get out of hand. *Good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment.* Term counseling periods will be scheduled for each cadet at a later date, and these will be considered mandatory appointments. Failure to show without prior notification will result in counseling by me and/or PAS.

10. **Required Texts.** The required texts are listed below. Other texts may be assigned at my discretion.

#	TITLE	Year
T-309	Leadership Studies (Student Retention)	2007/2008
T-304	AU-24 Concepts for Air Force Leadership (Student Retention)	2001
AFH 33-137	Tongue and Quill (Student Retention)	2004

11. **Academic Integrity Code.** Academic honesty and integrity are essential to the existence and growth of an academic community. Without high standards of honesty, members of the instructional faculty are defrauded, students are unfairly treated, and society itself is poorly served. Maintaining the academic standards of honesty and integrity is ultimately the formal responsibility of the instructor faculty; and this responsibility is shared by all members of the academic community. UNC Charlotte strives to create an academic climate where the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to: ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status. Integrity is imperative for a military member, as indicated by the first AF Core Value: “Integrity First.” As future officers, you are expected to demand of yourselves a degree of integrity that is above reproach. Anything less will result in the degradation of your calling, the contempt of your peers, and the disrespect of your subordinates. For cadets, *integrity violations are grounds for disenrollment from AFROTC.* Know and practice the cadet honor code:

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

You may not discuss test questions or quiz questions with any other student until all students have taken the quiz/test or have received a grade of “zero.” You may never discuss test or quiz questions with any cadet or potential cadet not in this class. Violation of this is grounds for disenrollment.

12. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to us within **72 hours**. If you have any questions, see me. Illegal drug use by cadets will not be tolerated and is grounds for dismissal from the program.

13. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//Signed//

TONI L. AGNEW, Captain, USAF
Assistant Professor of Aerospace Studies

Attachment:

1. Course Schedule

COURSE SCHEDULE
AERO 3101 FALL 2007

DATE	Meeting	LESSON	TITLE	Reading	Instructor
21 Aug	1	1	Introduction to Leadership	1-9	
23 Aug	2	5	Sexual Assault Prevention and Response I	45-60	
28 Aug	3	9	Basics of Briefing	97-101	
30 Aug	4	7	Air Force Effective Writing	71-82	
4 Sept	5	8 16	Writing Strategies Editing Your Draft	83-96 155-160	
6 Sept	6	2	Air Force Leadership (Glory)	11-22	
11 Sept	7	2	Air Force Leadership	11-22	TSgt Guffey
13 Sept	8	14	Followership	137-144	TSgt Guffey
18 Sept	9	3	Profession of Arms	23-42	Lt Col Rose
20 Sept	10	4	Assessing Leaders	43-44	TSgt Richardson
25 Sept	11	6	Introduction to Critical Thinking	61-70	TSgt Richardson
27 Sept	12	11	Problem Solving	111-124	TSgt Guffey
2 Oct	13	12	Problem Solving Exercise	111-124	TSgt Guffey
4 Oct	14	-	Mid Term	Review Above	TSgt Richardson
9 Oct	--	--	FALL BREAK	N/A	
11 Oct	15	10	Team Building	103-110	TSgt Richardson
16 Oct	16	13	Management Functions & Principles	125-136	
18 Oct	17	23	Current Event	N/A	
23 Oct	18	15	Motivation	145-154	
30 Oct	19	17	Group Conflict Management	161-174	
1 Nov	20	19	Situational Leadership	185	
6 Nov	21	20	“12 O’Clock High” Case Study	187-198	
8 Nov	22	21	Professional and Unprofessional Relationships	199-204	
13 Nov	23	22	Professional and Unprofessional Relationships Case Studies	205-217	
15 Nov	24	18	Sexual Assault Prevention and Response II	175-184	
20 Nov	25	--	Quiz	45/175	

22 Nov	--	No Class	HAPPY THANKSGIVING	N/A	
27 Nov	26	23	BRIEFINGS 8-10 min	N/A	
29 Nov	27	23	BRIEFINGS 8-10 min	N/A	
4 Dec	28	X	Critiques	N/A	
11-14 Dec	29	X	Final Exam	Review Above	

ATTACHMENT 6
AERO 3102 SYLLABUS

1. **Welcome** to AERO 3102 (AS300). I'm providing this syllabus to inform you of the requirements for completing this course, and to give you a roadmap for the semester. A copy of this syllabus is available under the "classes" tab at www.afrotc.uncc.edu/afcadets/.

2. **Instructor:** Captain Toni Agnew. Office Kennedy Building, Room 133D. Phone number is (704) 687-4539. E-mail is TLAgnew@uncc.edu and the office FAX is 704-687-3328. My office hours vary; therefore, please e-mail. **Late or missed appointments are unprofessional and will be reflected in your grade.**

3. **Description.** Although the UNC Charlotte Fall schedule calls this class Aerospace Studies 3102, you may also hear it called by its Air Force designation of AS 300. AS 300 focuses on developing leadership and management skills. Members of the cadet corps will have an additional opportunity to apply the leadership and management techniques learned in the classroom in a supervised environment-Leadership Lab.

4. **Course Objectives.**

- o. Comprehend selected individual leadership skills and personal strengths and weaknesses as applied in an Air Force Environment.
- p. Comprehend the responsibility and authority of an Air Force officer.
- q. Comprehend the Air Force officer's responsibilities in the counseling and feedback process.
- r. Comprehend the Air Force officer's selected duties and responsibilities as a subordinate leader.
- s. Comprehend and apply concepts of ethical behavior.
- t. Apply listening, speaking, and writing skills in Air Force-peculiar formats and situations with accuracy, clarity, and appropriate style.

5. **Teaching Method.** We will conduct classes using the informal lecture and discussion method, group problem solving, and student presentations. Additionally, group leadership problems may be used.

6. **Classroom Standards.**

a. Meeting Time. Classes are held on Tuesday/Thursday (1230-1345) in Smith, Room 325.

b. Uniform. Cadets will be in uniform the entire day (0800-1700) on Tuesday and Thursday. Cadets who have not been issued uniforms will wear business casual (no shorts, blue jeans, or T-shirts). Males will wear a shirt with a collar. No civilian or military hats will be worn in the classroom. Grooming standards will be met at all times. Males will be clean-shaven (shaved the morning of class) with proper haircuts, and will not wear earrings

or other body piercing. Women will follow regulations for wear of jewelry. Hair for all cadets will not be dyed or unnatural in color.

c. Classroom Preparation. Since our teaching methods require direct student participation, you must complete all assigned readings prior to class. Note takers, when applicable, will be provided to you. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. To be successful in this class you must actively contribute to discussions and group leadership problems/activities.

d. Protocol. Mutual respect and courtesy are essential. Sexual harassment or any other form of discrimination will not be tolerated. In addition, students come to attention when an officer enters the classroom and remain at attention until told to sit. When class is completed, students will again come to attention until dismissed. As potential Air Force officers you will observe this custom. Once class is in session, I will assume responsibility for calling the class to attention if a senior officer enters the room. **Sidebar conversations are rude and will not be tolerated.** Cadets will be addressed as "Cadet _____", and special students as "Mr. /Ms. _____". You are expected to keep all appointments with this instructor as you would any professional commitment. Failure to do so will result in the reduction of at least 2 professionalism points towards your final grade (see grading policy below).

e. Drink policy. You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to **eat or to use tobacco products** in the classroom.

f. Attendance. *Class attendance is mandatory.* HQ AFROTC policy requires attendance at *80 percent* of scheduled classes and labs or substitute activities (24 of 30 scheduled class periods) for a passing final grade. **Any** absence not made up counts against the 80 percent attendance requirement. **All absences will be considered unexcused unless you submit a memo to me with justification prior to missing the class.** Format requests using "The Official Memo" found in *The Tongue and Quill (page 183)*. I have the final decision as to whether or not your absence is justified. A memo is still required, regardless of whether you believe the absence will be excused or unexcused. Any work due that day, including quizzes or tests, will receive a "zero grade" if the absence is unexcused.

1. Unexcused Absences. You will not be allowed to make up classes, assignments, or tests for unexcused absences.

2. Excused Absences. For any excused absence, it is your responsibility to coordinate with me to make up the class and any missed class work (notes, quizzes, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement. Work missed must be made up *prior to the next class*, unless you coordinate with me for an extension. *Failure to make up work by the next class will result in a zero for that work, and will count as an unexcused absence.*

g. Tardiness. You are required to be in your seat no later than the official start time for the class. If possible, inform me **prior to class** if you know you are going to be late.

Tardiness and missed appointments are unprofessional and will not be tolerated. *Unexcused tardiness will result in the loss of 1 professionalism point from your grade.* I have the final decision as to whether or not your excuse for the tardiness is justified. Missing a quiz due to an unexcused tardy will receive a “zero grade”.

h. Homework Assignments. All reading, writing, and briefing assignments are due at the beginning of class on the date indicated. **I will not accept late work unless you have coordinated it in advance with me.** All assignments will be typed and in the appropriate format.

7. **Grading Policy.** The following elements make up your final grade. They are weighted accordingly.

Mid-term exam	20 points	20%	28 Feb 08
Final exam	20 points	20%	TBA
Informative Briefing Apr 08	10 points	10%	17 & 22
Position Paper	10 points	10%	26 Feb 08
Current Events (3) Apr 08	15 points	15%	NLT 15
Briefing Slides	5 points	5%	10 Apr 08
Talking Paper	5 points	5%	10 Apr 08
Professionalism	<u>15 points</u>	<u>15%</u>	
Total	100 points	100%	

a. Examinations. The Mid-term and Final will cover the first and second parts of the semester respectively. All exams will be multiple-choice, true/false, and or matching.

b. Briefing Assignments. You will be given two briefing assignments during the semester; three short current events briefings and an **8-10 minute** informative briefing. The informative briefing subject will be determined after you complete the four questions found through this link: <http://www.military.com/LeadershipTest/1,16183,main.htm,,00.html> Once you have completed the “test” you will then develop your briefing based on the military leader you are most like. Once you have completed the test you will need to print the page and turn it in with your talking paper and slides. The current events briefings must include one international story, one local and one military.

c. Written Assignments. There are two graded assignments this semester: a position paper on one of the following subjects: conscientious objectors, gays in the military, illegal immigration or media in wartime. The position paper will be no more than 2 pages and is worth 10 points. Use the T&Q pages 217-218 for guidance. The talking paper will be no

more than two pages and will be worth 5 points. The talking paper will cover your briefing subject.

d. Participation. You must be prepared for class, and you are expected to participate in class discussions in a manner befitting a future professional officer.

e. Readings. All reading assignments are mandatory. No-notice quizzes may be used to see if you read and comprehended the material from the readings and lecture.

f. Professionalism. As an AS 300 cadet, you are expected to demonstrate the highest standards of professionalism and you will be evaluated more closely in this area than your previous years in the AFROTC program. For this reason, professionalism carries more weight toward your final grade than in your previous classes. You start the semester with 15 points. You lose them as follows:

- Unexcused absence -2
- Unexcused Tardiness -1
- Failure to meet grooming standards while in class (haircuts, unshaven, etc) -1
- Failure to wear the uniform of the day -1
- Failure to wear uniform properly (missing rank, belt, wrong T-shirt, etc) -1
- Failure to show for your term counseling appointment -2
- Failure to be properly prepared for your term counseling appointments with the Form 48 filled out -2
- Failure to be properly prepared for class -2
- Failure to actively participate in class -2
- Failure to render proper customs and courtesies -1
- Other points may be deducted as needed.

8. **Grade standards.** In accordance with AFOATSI 36-2011, para 2.15.4.1, POC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows; percentage is rounded to the nearest whole number: **Receiving a "D" or lower in an AS class will result in a disenrollment investigation!**

90%-100%=A	80%-89%=B	70%-	60%-	59%>F
		79%=C	69%=D	

9. **Counseling.** Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem get out of hand. *Good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment.* Term counseling periods will be scheduled for each cadet at a later date, and these will be considered mandatory appointments. Failure to show without prior notification will result in counseling by me and/or PAS.

10. **Required Texts.** The required texts are listed below. Other texts may be assigned at my discretion.

#	TITLE	Year
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12. **Civil Involvements.** As a reminder, it is your obligation to notify a cadre member if you have any civil involvements. **Any** involvements with civil, military or school authorities must be reported to us within **72 hours**. If you have any questions, see me. Illegal drug use by cadets will not be tolerated and is grounds for dismissal from the program.

13. **Changes to the Syllabus.** I reserve the right to change the course syllabus, dates, and class assignments.

//Signed//

TONI L. AGNEW, Captain, USAF
Assistant Professor of Aerospace Studies

Attachment:

1. Course Schedule

COURSE SCHEDULE
AERO 3102 SPRING 2007

DATE	Meeting	LESSON	TITLE	Reading
10 Jan	1	24	Power and Influence	221-226
15 Jan	2	25	“The Cain Mutiny” A Study in Dynamic Subordinancy	227-240
17 Jan	3	25	“The Cain Mutiny” A Study in Dynamic Subordinancy	227-240
22 Jan	4	25	“The Cain Mutiny” A Study in Dynamic Subordinancy	227-240
24 Jan	5	25	“The Cain Mutiny” A Study in Dynamic Subordinancy	227-240
29 Jan	6	26	Air Force Military Equal Opportunity and Case Studies	241-255
31 Jan	7	26	Air Force Military Equal Opportunity and Case Studies	241-255
5 Feb	8	27	Effective Supervision	257-266
7 Feb	9	27	Effective Supervision Scenario’s	257-266
12 Feb	10	28	Corrective Supervision and Counseling	269-288
14 Feb	11	29	Counseling and Practicum	289-300
19 Feb	12	29	Counseling and Practicum	289-300
21 Feb	13	29	Counseling and Practicum	289-300
26 Feb	14	29	Counseling and Practicum	289-300
28 Feb	15		MID-TERM EXAM	
3-8 Mar			SPRING BREAK	
11 Mar	16	30	Leadership Authority and Responsibility	301-316
13 Mar	17	31	Leadership Accountability	319-331
18 Mar	18	32	Leadership Accountability Case Study	333-343
20 Mar	19	33	Leadership and Management Case Studies	345-353
25 Mar	20	33	Leadership and Management Case Studies	345-353
27 Mar	21	34	Core Values and the Air Force Member	355-366
1 Apr	22	35	Core Values Case Studies	369-376
3 Apr	23	36	Ethical and Moral Leadership in the Military	377-386
8 Apr	24	36	Ethical and Moral Leadership in the Military	377-386
10 Apr	25	37	Joint Ethics	387-397
15 Apr	26	38	The Supervisors “In Basket”	399-446
17 Apr	27	40	Briefings 8-10 min	N/A
22 Apr	28	40	Briefings 8-10 min	N/A
24 Apr	29	39	CAPSTONE: “Remember the Titans”	N/A
29 Apr	30	39	CAPSTONE: “Remember the Titans”	N/A
1-8 May			FINAL EXAM TBA	N/A

ATTACHMENT 7
AERO 3201 SYLLABUS

1. Welcome to AERO 3201 (AS400). The purpose of this syllabus is to inform you of the requirements for completing this course, and to give you a roadmap for the semester.

2. Instructor. (Lt Col Scott Rose). My office is in the AFROTC suite, room 133A. My phone number is 704-687-4540 (FAX: 687-3328) and my email is sarose@uncc.edu. If you need to see me, check in with the front office (Ms. Carter), and she will let you know if I'm available. You may also make appointments with me directly. Office hours are 0800-1700. I am usually available unless I am at PT, teaching, in a meeting/counseling, etc.

3. Description. Although the UNCC nomenclature for *National Security Affairs/Preparation for Active Duty* is Aerospace Studies 3201, you may also hear it called by its Air Force designation of AS 400. AERO 3201 covers the national security process, regional studies, and Air Force doctrine. Special topics of interest focus on the structure of the Department of Defense, the organizational components of the Air Force, the military as a profession, officership, and civilian control of the military. Within this structure, continued emphasis is given to refining communication skills. A mandatory Leadership Laboratory complements this course by providing advanced leadership experiences, giving students the opportunity to apply the leadership and management principles of this course.

4. Course Objectives.

- a. Comprehend the basic elements of US national security policies and processes.
- b. Comprehend the air and space power functions and competencies.
- c. Understand the selected roles of the military in society and current issues affecting the military profession.
- d. Understand selected provisions of the military justice system.
- e. Comprehend the responsibility, authority, and functions of an Air Force commander.
- f. Apply listening, speaking, and writing skills in Air Force peculiar formats and situations with accuracy, clarity, and appropriate style.
- g. Comprehend factors that facilitate a smooth transition from civilian to military life.

5. Teaching Method. Most of the classes will be a combination of informal lecture and guided discussion. Therefore, you must complete the reading assignments prior and be prepared to discuss the topics in class. *A quiz on that day's reading is possible at the start of any class.*

Additionally, lessons 2, 3, 4, and 5 are Computer Based Training (CBT). Disks will be given to each cadet. Each lesson takes approximately one hour and will be completed *outside* of class. Cadets have some flexibility as to when to take these courses, but they *must be complete no later (NLT) than the Mid-Term Exam (on 4 Oct)*.

6. Classroom Standards.

a. Meeting Time. Classes will be Tuesdays and Thursdays, 1400-1515, in (College of Health and Human Services (CHHS) 145.

b. Uniform. Cadets will wear the uniform of the day the *entire day* (0800-1700) on Tuesday and Thursday. Cadets who have not been issued uniforms will wear business casual (no shorts, blue jeans, or T-shirts). Males will wear a shirt with a collar. No civilian or military hats will be worn in the classroom. Grooming standards will be met at all times. Males will be clean-shaven (shaved the morning of class) with proper haircuts, and will not wear earrings or other body piercings. Women will follow regulations for wear of jewelry. Hair for all cadets will not be dyed or unnatural in color.

c. Classroom Preparation. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. As mentioned before, our teaching methods require direct student participation, so you must complete all assigned readings prior to class. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. Protocol. As alluded to above, you are always being evaluated, even more so this year. Mutual respect is essential. Please show proper courtesies by coming to attention when an officer enters the classroom and remain at attention until told to be seated. When class is completed, students will again come to attention until dismissed. Likewise, if an officer outranking me enters, the first cadet who notices should call the room to attention. Hopefully, you will find the course interesting and stimulating. Still, inconsiderate behavior such as sidebar conversations and sleeping in class is perceived as being rude and will not be tolerated. In the class, cadets will address each other as "Cadet _____" or "Mr./Ms. _____." You are expected to keep all appointments with me as you would any other professional commitment. Failure to do so will result in the reduction of at least 2 professionalism points toward your final grade (see grading policy below).

e. Drink policy. You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or use tobacco products in the classroom.

f. Attendance. *Class attendance is mandatory.* HQ AFROTC policy requires attendance at *80 percent* of scheduled classes and labs or substitute activities (22 of 27 scheduled class periods) for a passing final grade. *Any* absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless you submit a memo to me with justification **prior to missing the class**. Format requests using "The Official Memo" found in *The Tongue and Quill* (page 183). I have the final

decision as to whether or not your absence is justified. A memo is still required, regardless of whether you believe the absence will be excused or unexcused. Any work due that day, including quizzes or tests, will receive a “zero grade” if the absence is unexcused. *You will also lose 2 professionalism points for each unexcused absence (see below).*

1. Unexcused Absences. You will not be allowed to make up classes, assignments, or tests for unexcused absences. *You will also lose 2 professionalism points.*

2. Excused Absences. For any excused absence, it is your responsibility to coordinate with me to make up the class and any missed class work (notes, quizzes, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement. Work missed must be made up *prior to the next class*, unless you coordinate with me for an extension. *Failure to make up work by the next class will result in a zero for that work, and will count as an unexcused absence (loss of 2 professionalism points).*

g. Tardiness. You are required to be in your seat no later than the official start time for the class. If possible, inform me *prior to class* if you know you are going to be late. Tardiness and missed appointments are unprofessional and will not be tolerated. *Unexcused tardiness will result in the loss of 1 professionalism point from your grade.* I have the final decision as to whether or not your excuse for the tardiness is justified. Missing a quiz due to an unexcused tardy will receive a “zero grade”.

h. Class Leader. I will assign a primary and alternate class leader. These cadets are the primary persons responsible for calling the room to attention at the beginning and end of class. They will also set up the video camera and record each class; and if needed, ensure the laptop computer and projector are set up in the classroom prior to class start. They must coordinate with me to determine when these are required. Finally, they will be responsible for coordinating any class activities/projects.

7. Grading Policy. The following elements make up your final grade. They are weighted as noted.

Mid-term exam:	20 points	20%	5 Oct
Final exam:	20 points	20%	TBD
Advocacy Briefing:	10 points	10%	Due IAW Sign up sheet 27 Sep or 2 Oct
Regional Studies Briefing	10 points	10%	Due IAW Sign up sheet 6 Sep, 16 Oct, 13 Nov
Position Paper/ESSS	10 points - 1st draft	10%	Due 27 Sep
Position Paper/ESSS	10 points - final edit		10% Due 27 Sep
Professionalism:	<u>20 points</u>		<u>20%</u>
Total	100 points		100%

a. Examinations. The mid-term and final exams will cover the first and second parts of the semester respectively (the final is not comprehensive). All exams will be multiple choice, true/false, and/or matching.

b. Participation. You must be prepared for class, and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. Briefings. You will give one advocacy briefing (worth 10 pts); subjects will be provided later in Lesson 2. Each cadet will sign up for a date during that lesson. Briefing dates will be on 27 Sep and 2 Oct. Additionally, each cadet will give one briefing during the Regional Studies (worth 10 points). Each cadet will sign up for one topic from one of the three regions (Africa, South Asia or East Asia). Briefing days will be on the second class of the 3-class study for that particular area (see class schedule).

d. Written Assignments. A graded 2-3 page position paper (see T&Q 218) with a 1 page Electronic Staff Summary Sheet (ESSS) on your advocacy briefing topic *will be due on 27 Sep.* The ESSS will be covered in class, but, you will need to download the IMT Viewer 6.5 software to your computer at: <http://www.e-publishing.af.mil/contentmgmt/download65.asp>. **All cadet's papers (position paper/ESSS) will be due on 27 Sep, regardless of their scheduled briefing date (which may be after 27 Sep)!** This assignment is worth 20 pts, 10 pts for the first draft and 10 pts for the edited 2nd draft. 2 points will be deducted for every day late for each draft. In addition to the graded assignment, each cadet will complete (or update) their cadet biography - due date is 4 Sep. This is not graded, but you may lose professionalism points for missing the deadline. Cadets may also write a non-graded bullet background paper (see T&Q 211-213) to use for the briefing during the Regional Studies classes (if desired). Assignments not noted in this syllabus may be assigned at my discretion.

e. Readings and Quizzes. All reading assignments are mandatory. No-notice quizzes may be used to see if you read and comprehended the material from the readings and lecture.

f. Professionalism. As an AS 400 cadet, you are expected to demonstrate the highest standards of professionalism and you will be evaluated more closely in this area than any of your previous years in the AFROTC program. For this reason, professionalism carries more weight toward your final grade than in your previous classes. You start the semester with 20 points. You lose them as follows:

- Unexcused absence -2
- Unexcused Tardiness -1
- Failure to meet grooming standards while in class (haircuts, unshaven, etc) -1
- Failure to wear the uniform of the day -1
- Failure to wear uniform properly (missing rank, belt, wrong T-shirt, etc) -1
- Failure to show for your term counseling appointment -2
- Failure to be properly prepared for your term counseling appointments with the Form 48 filled out -2
- Failure to follow instructions properly the first time -2
- Failure to be properly prepared for class -2
- Failure to actively participate in class -2

- 2 Failure to actively participate in the AFROTC program and motivate underclass mates -
- Failure to render proper customs and courtesies -1
- Other points may be deducted as needed.

8. Grade standards. In accordance with AFOATSI 36-2011, para 2.15.4.1, POC cadets must maintain a "C" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows; percentage is rounded to the nearest whole number: **Receiving a "D" or lower in an AS class will result in a disenrollment investigation!**

90%-100%=A	80%-89%=B	70%-	60%-	59% or lower = F
		79%=C	69%=D	

9. Counseling. Each student should take advantage of my available time for counseling if the need arises. Please feel free to approach me with questions or problems. Don't let a problem get out of hand. *Good leadership does not mean trying to handle everything solo. Knowing when to make use of a resource or mentor is a sign of good judgment.* Term counseling periods will be scheduled for each cadet at a later date, and these will be considered mandatory appointments. Failure to show without prior notification will result in counseling by the COC and/or PAS.

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AFMAN 10-100, Airman's Manual (1 Jun 2004)
T-400 The Fly-By **BACK ORDERED - WILL ARRIVE LATE FALL 07**
New Officer's Guide to Etiquette and Decorum

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//signed/sar/18jul07//
SCOTT A. ROSE, Lt Col, USAF
Professor of Aerospace Studies

Attachment:
Course Schedule

COURSE SCHEDULE
AERO 3201 FALL 2007

Computer Based Training (CBT)

DATE	LESSON	TITLE	READING ASSIGNMENTS
NLT 4 Oct*	2*	The AF Complaint, Fraud Waste, Abuse	Text - p 3, CBT
NLT 4 Oct*	3*	Security Education	Text - p 5, CBT
NLT 4 Oct*	4*	Substance Abuse Control Program	Text - pp 7-24, CBT
NLT 4 Oct*	5*	Officer Force Development	Text - p 25, CBT

* NOTE - Lessons 2, 3, 4, and 5 are Computer Based Training (CBT). Disks will be given to each cadet. Each lesson takes approximately one hour and will be completed *outside* of class. Cadets have some flexibility as to when to take these courses, but they **must be complete no later (NLT) than the Mid-Term Exam on 4 Oct.**

DATE	LESSON	TITLE	READING ASSIGNMENTS
21 Aug	1 41	Intro to AS400 Written and Oral Assignments Prep	None Text - pp 445-453, T&Q - Review pp 211-213, 217-218, 115-130
23 Aug	6	The US Constitution	Text - pp 27-38 Constitution Handbook - Skim pp 3-30, 57-92. Read pp 31-56
28 Aug	7	The Role of President, Executive Branch, Congress; Civilian Control of Military	Text - pp 41-55
30 Aug	9 10	Intro to Cultural Studies Setting the World Stage	Text - pp 71-75 Text - pp 77-89
4 Sep	11	Africa in Transition (Lecture)	Text - pp 91-92 Regional Studies - pp 1-71
6 Sep	11 32	Africa in Transition (Cadet Briefings) Bio Due	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
11 Sep	11	Africa in Transition (Guest Speaker)	
13 Sep	12	U.S. Policy	Text - pp 93-106
18 Sep	13 14	Making Strategy Principles of War	Text - pp 109-117 Text - pp 119-130
20 Sep	15	War and the American Military	Text - pp 131-140

25 Sep	16	The Department of Defense	Text - pp 143-158
27 Sep	32	Cadet Advocacy Briefings <u>ALL</u> Papers Due	Review - Lesson 41 Readings and Note Taker Slides Review AFOATS Form 62 and Form 9
2 Oct	32	Cadet Advocacy Briefings	Review - Lesson 41 Readings and Note Taker Slides Review AFOATS Form 9
4 Oct		MIDTERM ALL CBTs Complete (Lessons 2, 3, 4, and 5)	

(Continued on next page)

COURSE SCHEDULE
AERO 3201 FALL 2007
 (Continued)

9 Oct		NO CLASS (FALL BREAK)	
11 Oct	20	South Asia in Transition (Lecture)	Text - pp 209-210 Regional Studies - pp 363-479
16 Oct	20 32	South Asia in Transition (Cadet Briefings)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
18 Oct	20	South Asia in Transition (Guest Speaker)	
23 Oct	17	Total Force	Text - pp 159-168
25 Oct	21	Air and Space Expeditionary Force	Text - pp 215-224
30 Oct		NO CLASS (CC CONFERENCE)	
1 Nov		NO CLASS (CC CONFERENCE)	
6 Nov	18 19	Air and Space Functions USAF MAJCOMS	Text - pp 169-185 Text - pp 187-206
8 Nov	22	East Asia in Transition (Lecture)	Text - pp 225-226 Regional Studies - pp 73-122
13 Nov	22 32	East Asia in Transition (Cadet Briefings)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
15 Nov	22	East Asia in Transition (Guest Speaker)	
20 Nov	23	Department of the Army	Text - pp 223-234
22 Nov		NO CLASS (THANKSGIVING BREAK)	
27 Nov	24	Department of the Navy	Text - pp 235-244
29 Nov	25	Department of the Marine Corps	Text - pp 245-258
4 Dec	27	Joint Operations	Text - pp 261-269
6 Dec		NO CLASS (Study Day)	
11 Dec		FINAL EXAM Critique	

ATTACHMENT 8
AERO 3202 SYLLABUS

1. Welcome to AERO 3202 (AS400). The purpose of this syllabus is to inform you of the requirements for completing this course, and to give you a roadmap for the semester.

2. Instructor. (Lt Col Scott Rose). My office is in the AFROTC suite, room 133A. My phone number is 704-687-4540 (FAX: 687-3328) and my email is sarose@uncc.edu. If you need to see me, check in with the front office (Ms. Carter), and she will let you know if I'm available. You may also make appointments with me directly. Office hours are 0800-1700. I am usually available unless I am at PT, teaching, in a meeting/counseling, etc.

3. Description. Although the UNCC nomenclature for *National Security Affairs/Preparation for Active Duty* is Aerospace Studies 3202, you may also hear it called by its Air Force designation of AS 400. AERO 3202 covers the national security process, regional studies, and Air Force doctrine. Special topics of interest focus on the structure of the Department of Defense, the organizational components of the Air Force, the military as a profession, officership, and civilian control of the military. Within this structure, continued emphasis is given to refining communication skills. A mandatory Leadership Laboratory complements this course by providing advanced leadership experiences, giving students the opportunity to apply the leadership and management principles of this course.

4. Course Objectives.

- a. Comprehend the basic elements of US national security policies and processes.
- b. Comprehend the air and space power functions and competencies.
- c. Understand the selected roles of the military in society and current issues affecting the military profession.
- d. Understand selected provisions of the military justice system.
- e. Comprehend the responsibility, authority, and functions of an Air Force commander.
- f. Apply listening, speaking, and writing skills in Air Force peculiar formats and situations with accuracy, clarity, and appropriate style.
- g. Comprehend factors that facilitate a smooth transition from civilian to military life.

5. Teaching Method. Most of the classes will be a combination of informal lecture and guided discussion. Therefore, you must complete the reading assignments prior and be prepared to discuss the topics in class. *A quiz on that day's reading is possible at the start of any class.*

6. Classroom Standards.

a. Meeting Time. Classes will be **Tuesdays and Thursdays, 1400-1515**, in Room **325, Smith Building**.

b. Uniform. Cadets will wear the uniform of the day the *entire day* (0800-1700) on Tuesdays and Thursdays. Cadets who have not been issued uniforms will wear business casual (no shorts, blue jeans, or T-shirts). Males will wear a shirt with a collar. No civilian or military hats will be worn in the classroom. Grooming standards will be met at all times. Males will be clean-shaven (shaved the morning of class) with proper haircuts, and will not wear earrings or other body piercings. Women will follow regulations for wear of jewelry. Hair for all cadets will not be dyed or unnatural in color.

c. Classroom Preparation. How you approach your responsibilities in the classroom will tell me a great deal about your potential and motivation to become an Air Force officer. As mentioned before, our teaching methods require direct student participation, so you must complete all assigned readings prior to class. Additionally, you must actively contribute to discussions and group leadership problems/activities.

d. Protocol. As alluded to above, you are always being evaluated, even more so this year. Mutual respect is essential. Please show proper courtesies by coming to attention when an officer enters the classroom and remain at attention until told to be seated. When class is completed, students will again come to attention until dismissed. Likewise, if an officer outranking me enters, the first cadet who notices should call the room to attention. Hopefully, you will find the course interesting and stimulating. Still, inconsiderate behavior such as sidebar conversations and sleeping in class is perceived as being rude and will not be tolerated. In the class, cadets will address each other as "Cadet _____" or "Mr./Ms._____." You are expected to keep all appointments with me as you would any other professional commitment. Failure to do so will result in the reduction of at least 2 professionalism points toward your final grade (see grading policy below).

e. Drink policy. You may bring coffee or soft drinks to class; however, you are responsible for disposing of any trash. You are not permitted to eat or use tobacco products in the classroom.

f. Attendance. *Class attendance is mandatory.* HQ AFROTC policy requires attendance at *80 percent* of scheduled classes and labs or substitute activities (24 of 30 scheduled class periods) for a passing final grade. *Any* absence not made up counts against the 80 percent attendance requirement. All absences will be considered unexcused unless you submit a memo to me with justification ***prior to missing the class.*** Format requests using "The Official Memo" found in *The Tongue and Quill* (page 183). I have the final decision as to whether or not your absence is justified. A memo is still required, regardless of whether you believe the absence will be excused or unexcused. Any work due that day, including quizzes or tests, will receive a "zero grade" if the absence is unexcused. *You will also lose 2 professionalism points for each unexcused absence (see below).*

1. Unexcused Absences. You will not be allowed to make up classes, assignments, or tests for unexcused absences. *You will also lose 2 professionalism points.*

2. Excused Absences. For any excused absence, it is your responsibility to coordinate with me to make up the class and any missed class work (notes, quizzes, etc.). Otherwise, the absence will still count against your 80 percent attendance requirement. Work missed must be made up *prior to the next class*, unless you coordinate with me for an extension. *Failure to make up work by the next class will result in a zero for that work, and will count as an unexcused absence (loss of 2 professionalism points).*

g. Tardiness. You are required to be in your seat no later than the official start time for the class. If possible, inform me prior to class if you know you are going to be late. Tardiness and missed appointments are unprofessional and will not be tolerated. *Unexcused tardiness will result in the loss of 1 professionalism point from your grade.* I have the final decision as to whether or not your excuse for the tardiness is justified. Missing a quiz due to an unexcused tardy will receive a “zero grade”.

h. Class Leader. I will assign a primary and alternate class leader. These cadets are the primary persons responsible for calling the room to attention at the beginning and end of class. They will also set up the video camera and record each class; and if needed, ensure the laptop computer and projector are set up in the classroom prior to class start. They must coordinate with me to determine when these are required, and which laptop and projector will be used. Finally, they will be responsible for coordinating any class activities/projects.

7. Grading Policy. The following elements make up your final grade. They are weighted as noted.

Activity	Points	%	Due Date
Mid-term exam:	20 points	20 %	28 Feb 08
Final exam:	20 points	20 %	TBD
Award Writing Exercise	10 pts - 1st draft	10 %	05 Feb 08
	10 pts - final edit		10 % TBD (2 weeks
after return)			
EPR Writing Exercise	10 pts - 1st draft	10 %	18 Mar 08
	10 pts - final edit		10 % TBD (2 weeks
after return)			
Regional Studies Briefing	10 points	10 %	24 Jan, 12 Feb, 3 Apr or
22 Apr			
<u>Professionalism:</u>	<u>10 points</u>	<u>10 %</u>	N/A
Total	100 points	100%	

a. Examinations. The mid-term and final exams will cover the first and second parts of the semester respectively (the final is not comprehensive). All exams will be multiple choice and/or true/false.

b. Participation. You must be prepared for class, and you are expected to participate in class discussions in a manner befitting a future professional officer.

c. Briefings. You will give one 10 minute regional studies briefing worth 10 points. Each cadet will sign up for one topic from one of the four regions (Latin America, Europe, Middle East, or Russia). Briefing days will be on the second class of the 3-class study for that particular area (see class schedule).

d. Written Assignments. There are two graded assignments this semester: an award package on yourself (using your cadet biography) and an EPR (on a fictional character). Each assignment is worth 20 points total, 10 pts for the first draft and 10 pts for the edited 2nd/final draft. **2 points will be deducted for every day late for each draft.** To create the awards and EPRs, you will need to download the IMT Viewer 6.5 software to your computer at:

<http://www.e-publishing.af.mil/contentmgmt/download65.asp>.

e. Readings and Quizzes. All reading assignments are mandatory. No-notice quizzes may be used to see if you read and comprehended the material from the readings and lecture.

f. Professionalism. As an AS 400 cadet, you are expected to demonstrate the highest standards of professionalism and you will be evaluated more closely in this area than any of your previous years in the AFROTC program. For this reason, professionalism carries more weight toward your final grade than in your previous classes. You start the semester with 10 points. You lose them as follows:

- Unexcused absence -2
- Unexcused Tardiness -1
- Failure to meet grooming standards while in class (haircuts, unshaven, etc) -1
- Failure to wear the uniform of the day -1
- Failure to wear uniform properly (missing rank, belt, wrong T-shirt, etc) -1
- Failure to show for your term counseling appointment -2
- Failure to be properly prepared for your term counseling appointments with the Form 48 filled out -2
- Failure to follow instructions properly the first time -2
- Failure to be properly prepared for class -2
- Failure to actively participate in class -2
- Failure to actively participate in the AFROTC program and motivate underclass mates -2
- Failure to render proper customs and courtesies -1
- Other points may be deducted as needed.

8. Grade standards. In accordance with AFOATSI 36-2011, para 2.15.4.1, POC cadets must maintain a "C-" or better in all Aerospace Studies classes and pass LLAB to remain a cadet in ROTC. Letter grades will be assigned as follows; percentage is rounded to the nearest whole number: **Note: receiving a "D" or lower in an AS class will result in a disenrollment investigation!**

90%-100%=A 80%-89%=B 70%-79%=C 60%-69%=D 59% or lower = F

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Professor of Aerospace Studies

Attachment:
Course Schedule

COURSE SCHEDULE
AERO 3202 SPRING 2008

DATE	LESSON	TITLE	ASSIGNMENT
10 Jan	34	Bullet Statements with Impact	Text 343-351
15 Jan	40*	Bullet Practicum*	UPDATED EMAILED - Read Bullet Statement Pkg on SSgt Lavina Union
17 Jan	35	Feedback	UPDATED EMAILED pp 1-12*
22 Jan	26	Latin America in Transition (Lecture)	Text - pp 259-260 Regional Studies - pp 125 -150
24 Jan	26 51	Latin America in Transition (CADET BRIEFINGS)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
29 Jan	26	Latin America in Transition (Guest Speaker)	
31 Jan	38*	Officer Evaluation System*	UPDATED EMAILED pp 1-16*
05 Feb	48 51	Civilian Personnel (AWARD 1206 1st DRAFT DUE)	Text pp 503-512
07 Feb	33	Europe in Transition (Lecture)	Text pp 341-342 Regional Studies pp 151-214
12 Feb	33 51	Europe in Transition (CADET BRIEFINGS)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
14 Feb	33	Europe in Transition (Guest Speaker)	
19 Feb	37	The Enlisted Force	Text pp 371-391
21 Feb	36*	Enlisted Evaluation System*	UPDATED EMAILED pp 1-18*
26 Feb	47	The NCO Perspective	Text pp 501-502
28 Feb		MID TERM EXAM	
4 Mar		NO CLASS SPRING BREAK	
6 Mar		NO CLASS SPRING BREAK	

* Lesson changed - textbook outdated - new version emailed

(Continued on next page)

COURSE SCHEDULE
AERO 3202 SPRING 2008

DATE	LESSON	TITLE	ASSIGNMENT
11 Mar	39*	Evaluation Concepts*	UPDATED EMAILED pp 1-3*
13 Mar	8	Terrorism/Force Protection	Text - pp 57-69
18 Mar	43 51	Sexual Harassment Awareness (EPR 1ST DRAFT DUE)	Text pp 457-471
20 Mar	44	Information Assurance	Text pp 473-487
25 Mar	45	Suicide Awareness	None
27 Mar	46	Operational Risk Management	Text pp 491-502
1 Apr	42	The Middle East in Transition (Lecture)	Text pp 455-456 Regional Studies pp 215-294
3 Apr	42 51	The Middle East in Transition (CADET BRIEFINGS)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
8 Apr	42	The Middle East in Transition (Guest Speaker)	
10 Apr	28 29	Law of Armed Conflict UCMJ	Text pp 271-282 Text pp 285-306
15 Apr	30 31	Military Law Military Law Case Studies	Text pp 309-332 Text pp 333-337
17 Apr	49	Russia and Former Soviet Republic (Lecture)	Text pp 513-514 Regional Studies pp 295-362
22 Apr	49 51	Russia and Former Soviet Republic (CADET BRIEFINGS)	Review - Lesson 41 (Informative Briefing) on Note Taker Slides Review AFOATS Form 6
24 Apr	49	Russia and Former Soviet Republic (Guest Speaker)	
29 Apr	50	Oath of Office and Commissioning	Text pp 515-525
6 May		FINAL EXAM/ CRITIQUE	

* Lesson changed - textbook outdated - new version emailed

ATTACHMENT 9
SAMPLE LESSON PLAN (AERO 3201 - LESSON 7, THE ROLE OF THE PRESIDENT)

PART I

Lesson Title: Roles of the President, the Executive Branch, Congress, and Civilian Control of the Military.

Teaching Method: Informal Lecture/Group Discussion

Time Required: 1 hour

Prerequisite Classes: None

Interrelated Information: Evolution of U.S. Policy, Making Strategy, U.S. Constitution

Visual Aids: PowerPoint Slides

Student Preparation: Read the Student Reader

Certified by: HQ AFOATS/CR (Dr. Charles Nath III)

PART IA

Cognitive Lesson Objective: Comprehend the roles of the President, the Executive Branch Congress, and Civilian Control of the Military.

Cognitive Samples of Behavior:

1. Describe how the U.S. was able to continue its commitment to civilian control prior to the 20th century. (L)
2. Explain how the President's constitutional and political powers influence the foreign policy process. (L) (SG)
3. Summarize the growth of executive dominance in foreign affairs. (L)
4. Describe key Constitutional powers of the U.S. Congress. (L) (SG)
5. List the major differences between the two legislative houses. (SG)
6. Describe the criteria that govern civil-military relations in democratic states, according to Louis Smith. (SG)

Affective Lesson Objective: Respond to the importance of the roles of the President, Executive Branch, Congress, and Civilian Control of the Military.

Affective Samples of Behavior:

1. Willingly ask questions concerning the key issues behind the various roles discussed in this lesson.
2. Value why comprehending these roles is important to the student as a member of the U.S. Armed Forces.

PART IB

Strategy: This lesson is designed as a 1-hour informal lecture on the role of the President, the Executive Branch and Congress, and Civilian Control of the Military. The lesson starts out with the attention step and motivation emphasizing the importance of the Role of the President and the Executive Branch. The overview provides the students with some insight into what to expect

from the lesson. The first main point explores the need for civilian control of the military. It begins with a discussion on democracy and then leads to military roles in society. The second main point will discuss the Constitutional Powers of the President and is further broken down into the other Presidential and executive powers. Finally, the third point will cover Congressional Powers and responsibilities and some of the main roles in Congress and the War Powers Resolution Act. There are some suggested questions written throughout the lecture.

Lesson Outline:

- A. Civilian control of the military
- B. Constitutional powers of the President and the executive branch
- C. Congressional powers and responsibilities

PART II

INTRODUCTION

ATTENTION

It is next to impossible to turn on the television or pick up the paper without seeing where the President is involved in an issue with a foreign government. Where does the President get the power to make these foreign policy decisions? What role does Congress play? Why does a civilian run our military?

The Role of the Executive Branch and Congress, and civilian control of the military

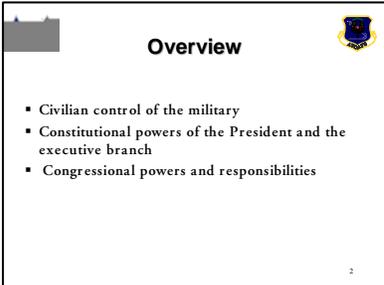
At times we have probably all wondered why the President makes certain foreign policy decisions. This lesson will give you a better understanding about the different roles the President plays in the foreign policy arena. This lesson will also help you understand the roll that the executive branch and congress play. Finally, you will learn why a civilian is in control of our military.

MOTIVATION

How many of you have said, "If I were the President, I would handle that foreign government differently?" Probably most of you; and maybe some of the former Presidents said the same thing until they got into office and found out it just wasn't that easy. This lesson will show why some of the decisions that are made happen the way they do.

OVERVIEW

- A. Civilian control of the military
- B. Constitutional powers of the President and the executive branch
- C. Congressional powers and responsibilities



Overview

- Civilian control of the military
- Constitutional powers of the President and the executive branch
- Congressional powers and responsibilities

2

TRANSITION

Now let's look at the need for civilian control of the military.

BODY

PRESENTATION

A. **SOB#1** Civilian Control of the Military.

1. There are many types of democracy: parliamentary, direct, socialist, liberal, and representative, etc. All of them have several things in common:
 - a. Government by the people.

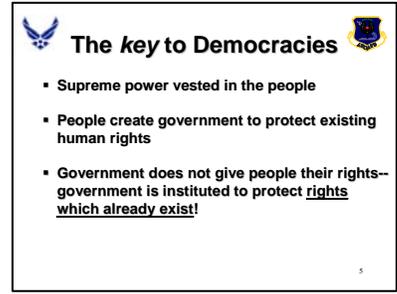


Democracy

- **Government by the people:** *Supreme power vested in the people* exercised either directly, or indirectly through a system of delegated authority in which people choose their representatives in *free elections*.

4

- b. Supreme power vested in the people.
 - c. Free elections where multiple parties compete for office.
2. There are many traits that also characterize democracies, some of which are;
- a. Free Elections.
 - b. Freedom of expression/of the press.
 - c. Respect for the dignity of the individual.
 - d. The bottom line is that supreme power is vested in the people. Government is instituted to protect rights, which already exist.



The key to Democracies

- Supreme power vested in the people
- People create government to protect existing human rights
- Government does not give people their rights-- government is instituted to protect rights which already exist!



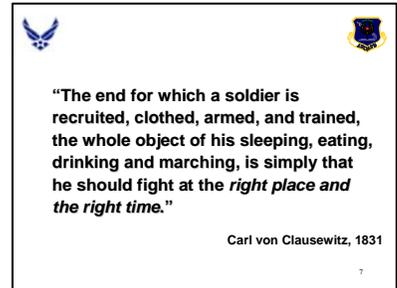
Traits

- Free Elections
- Freedom of expression/of the press
- Respect for the dignity of the individual

TRANSITION

If that's what a democracy is, what do militaries do?

3. Nature of Militaries role in a democracy:
- a. To fight: that is our fundamental job.
 - b. The end for which a soldier is recruited, clothed, armed, and trained, the whole object of his sleeping, eating, drinking, and marching, is simply that he should fight at the right place and the right time."
—Carl von Clausewitz



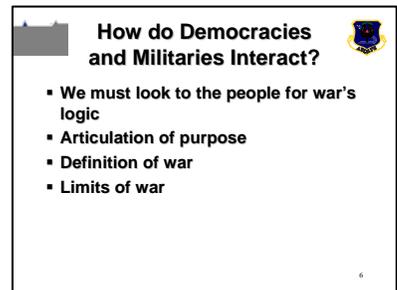
"The end for which a soldier is recruited, clothed, armed, and trained, the whole object of his sleeping, eating, drinking and marching, is simply that he should fight at the right place and the right time."

Carl von Clausewitz, 1831

TRANSITION

Let's put the two concepts of the military and democracy together to see how they interact.

- c. How do democracies and militaries interact?
4. In a democracy the military **must**:
- a. Look to the people whom the government represents for war's logic.
 - (1) Articulation of its purpose.



How do Democracies and Militaries Interact?

- We must look to the people for war's logic
- Articulation of purpose
- Definition of war
- Limits of war

- (2) The definition of war.
 - (3) The limits of the war.
- b. In a democracy, the people determine what the plan or design is, and the people will also determine whether or not it's been achieved in a satisfactory way.
- c. Vietnam is an excellent example of the people making the determination about the military. Johnson's presidency was dominated by the Vietnam War. As more and more American soldiers and civilians were killed in Vietnam, President Johnson's popularity declined, particularly in the face of student protests. President Johnson announced to the nation on March 31, 1968 that he ordered a complete cessation of "all air, naval, and artillery bombardment of North Vietnam" effective November 1 citing progress with the Paris peace talks. At the end of his speech he shocked the country by telling them he would not run for re-election, by saying: "I shall not seek, and I will not accept the nomination of my party for another term as your president." During the final year of his presidency, Johnson couldn't travel anywhere without facing protests, particularly over the war.
- d. This brings up the important concept of accountability.
- (1) Military officers have to be responsible for using the tool (military) in the way the government/people wish.
 - (2) Accountability is especially important to the armed forces because it possesses the expertise in using lethal violence, which could, ultimately, threaten the very democracy itself.
- e. Society must trust its Armed forces in a democracy.
- (1) The key is that the liberty-security balance is an exceptionally delicate one in a democracy.
 - (2) Military professionals are commissioned to wield violence on society's behalf--never on their own behalf.
 - (a) This is where the military derives its inherently subordinate nature.
 - (b) This subordination is inherent in our civilian control as expressed in the constitution.

	Accountability	
Military officers have to be responsible for using the tool (military) in the way the		
	Society must trust us!	
<ul style="list-style-type: none"> ▪ Military professionals are commissioned to wield violence on society's behalf--never on their own behalf! <ul style="list-style-type: none"> • subordinate nature • inherent in constitution • <u>balancing liberty and security</u> 		
<small>15</small>		

Conclusions.

5. The overarching lesson consists in the need to first create, and then maintain and strengthen, ties between the military and democracy's wider political purpose.
 - a. Military and society must adhere to the same basic value system.
 - b. The subordinate nature of the military to the democracy must be clear and unambiguous.
 - c. The military must be accountable to society.
 - d. The military must have the trust of the society that gives it direction and purpose.
 - e. The military has the responsibility to solicit and maintain the public trust.
 - f. The military must maintain separate internal and external security functions and structures.

TRANSITION

Now let's examine why the Executive Branch has the power it does to influence the military.

B. Constitutional powers of the President and the executive branch.

LOQ: The President receives his foreign policy powers from the Constitution. Which article of the Constitution grants the President this power?

AR: Article II

Article II of the Constitution granted the President several foreign policy powers. This delegation of foreign policy powers to the president represented a marked change from the arrangements under the earlier Articles of Confederation. Prior to this, the Congress controlled foreign policy through its Committee on Foreign Affairs.

**Constitutional Powers
(President and the Executive Branch)**

- **Foreign Policy Powers**
 - Chief Executive
 - Chief Negotiator and Diplomat
 - Authority to Appoint & Remove Officials

3

1. President.

- a. **SOB#2** One of the powers granted to the president was that of being the *Chief Executive*. The first sentence of Article II of the Constitution provides that "The Executive Power shall be vested in a President of the United States" and "he shall take care that the laws be faithfully executed." Based on the separation of powers, Congress legislates and the executive executes. Or, more precisely, Congress creates the agencies of government, invests them with limited grants of authority, authorizes specific programs, appropriates funds for the conduct of those programs, and then charges the President with the responsibility of seeing to it that everything is done efficiently, honestly, and according to the legislature's directions.

Foreign Policy Powers

- **Chief Executive**
 - First sentence in Article II: "The Executive Power shall be vested in a President of the United States"
 - "He shall take care that the laws be faithfully executed"
- **Commander in Chief**
 - **Does the President have final authority to commit troops abroad?**

4

- b. **SOB#2** Another power granted to the President is that of being *Commander in Chief* of the Armed Forces.

Rhetorical Question: Considering this constitutional power, does the President as *Commander in Chief* have the final authority to commit U.S. troops abroad?

Rhetorical Question: Does this authority rest with Congress?

Rhetorical Question: Is this power shared?

As we will see shortly, it is basically a shared power. The President has the authority to command troops, but Congress has the power to declare war and provide funds for the troops.

- c. **SOB#2** The third of the Presidential powers we will discuss is that of being the *Chief Negotiator and Chief Diplomat*. Even a cursory reading of the Constitution would reveal that the President is the chief manager of foreign policy. "He shall have Power, by and with the consent of the Senate, to make Treaties, provided two-thirds of the Senators present concur; and he shall nominate, and by and with the advice and consent of the Senate, shall appoint Ambassadors, other Ministers and Consuls." While the Founding Fathers intended for the President to share treaty-making and appointment power with the Senate, they had little doubt that the President would be chiefly responsible for the day-to-day management of foreign affairs.



TRANSITION

Let's discuss what effect the President can have with their powers as *Chief Negotiator and Diplomat*.

FOQ: What are executive agreements?

AR: Formal obligations between the United States and foreign governments. Executive agreements have the force of law but do not require approval of the Senate. Example: Status of Forces Agreement (SOFA).

FOQ: The majority of formal relations between the United States and foreign governments are now accomplished through executive agreements. Why is this?

AR: The large volume of foreign affairs no longer allows all international interactions to be handled through treaties.

FOQ: Despite the fact that the congressional check is informal with executive agreements, Congress still can exercise one of its powers with executive agreements. Which power is this?

AR: The power of the purse can be exercised if the agreement requires spending of American dollars.

TRANSITION

So far we have discussed two of the President's powers. The first dealt with the President's role as chief executive, e.g., *Commander in Chief* of the Armed Forces, the second being the President's power to act as chief negotiator. Let's now examine the last presidential power.

FOQ: According to your student reading what is the third presidential power?

AR: The authority to appoint and remove officials.

FOQ: What is the importance of this power to the President?

AR: This power allows Presidents to "appoint" those people who share their views. Further, the power to remove assures continuing loyalty.

FOQ: What power does Congress have regarding the presidential appointment of officials?

AR: The Senate must confirm nearly all-important presidential appointments.

TRANSITION

As we have seen, the Founding Fathers intended for the powers to be shared between the executive branch and Congress. However, there has been a slight tilt in power, which has leaned toward the President. (Suggested: We are now going to look at the growth of executive dominance within the foreign policy-making arena. The growth of the President's authority in foreign affairs has been attributed to several factors.)

LOQ: What factors/events do you believe have contributed to the growth of executive dominance in foreign policy-making?

AR: Supreme court decisions, historical precedents, congressional deference and delegation, and executive institutions.

1. **SOB#3** The first factor we will discuss in the growth of executive dominance is *historical precedents*. Early Presidents like Washington assumed they controlled foreign policy. Since he really had no pattern to follow or anyone to be compared to, President Washington's innovation in this area set the stage for future Presidents. He did this by setting policy precedents in at least four important areas. These areas include:



Growth of Executive Dominance

- **Historical Precedents**
 - Represent U.S. abroad
 - Negotiate international agreements
 - Recognize other states
 - Initiate conduct of foreign policy

8

- a. *Right of the president to represent the U.S. abroad.* In this area Washington made it clear that the executive would be the one responsible for representing the U.S. abroad.
- b. *Right to negotiate international agreements.* President Washington established this precedent when he declined to share important diplomatic information with the House of Representatives when negotiating the Jay Treaty.
- c. *Right to recognize other states.* Washington established this precedent when he received the first minister to the United States from the French republic.
- d. *Right to initiate conduct of foreign policy.* President Washington established this precedent by unilaterally declaring neutrality between France and Britain in 1793.

Early Presidents played a very important role in establishing executive dominance in foreign policy. With this precedence set, there are several other events that have played just as important of a role.

- 2. **SOB#3** One of these is the *Supreme Court Decisions*. This also happens to be the second factor in the growth of executive dominance. Generally, the Supreme Court has supported Presidents in foreign policy matters. There are a number of cases and decisions that helped support the presidential claims to dominance over foreign policy matters. One of these cases is the Curtiss-Wright Case (1936).



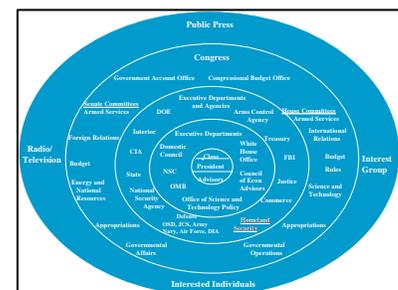
Growth of Executive Dominance



- **Supreme Court Decisions**
 - Generally supported Presidents in foreign policy
 - Curtiss-Wright case (1936)
- **Congressional Deference & Delegation**
 - Delegates foreign policy prerogatives to President

9

- a. Curtiss-Wright Corporation was one of the first commercially successful aviation ventures. This corporation desired to sell its products in whatever foreign markets that it desired. However, the Roosevelt Administration had put into place export restrictions on Curtiss-Wright and other American manufacturers whose products were primarily of a military nature or had potential military use to protect U.S. national security.
- b. Curtiss-Wright made several arguments against these regulations. Curtiss-Wright had not specifically been named in any statutory laws passed by United States Congress, which had instead given the President broad discretionary authority. Additionally, the commerce involved was not "interstate commerce" which the United States Constitution specifically gives Congress the right to regulate, but international commerce, and in any event, the regulation was made not by Congress but by the President.
- c. The Supreme Court rejected these arguments and found in favor of the government, reasoning that while the Constitution may not explicitly say that all ability to conduct foreign policy on behalf of the nation is vested in the President, that it is nonetheless given implicitly and by the fact that the Executive, by its very nature, is

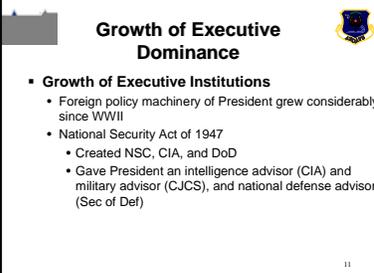


empowered to conduct foreign affairs in a way which Congress cannot and should not.

- d. This ruling not only upheld export limitations on the grounds of national security but also established the broader principal of executive supremacy in national security and foreign affairs.
3. **SOB#3** A third factor for executive dominance can be found in *Congressional Deference and Delegation*. In some cases, Congress has gone beyond mere support of the President in foreign policy issues. It has at times delegated some of its foreign policy prerogatives to the president. In a 1966 article, Aaron Wildavsky stated there has not been one major foreign policy issue where presidents have failed. Examples of this include: Marshall Plan, NATO, and Truman Doctrine.

INSTRUCTOR NOTE: Suggest you cover it in some detail to convey the complexity of the presidential advisory system. While the slide is busy, it shows the influences and interest groups that affect presidential decisions.

4. **SOB#3** The final factor we will discuss in the area of executive dominance is that of the *Growth of Executive Institutions*. The foreign policy machinery of the President has grown considerably since the end of World War II. This was brought on in part by the National Security Act of 1947 in which the NSC, CIA, and DoD were established. All of these new agencies ultimately were to assist the President with the conduct of foreign policy. By this one congressional act, the President was provided with an intelligence advisor (director of CIA), a military advisor (the Chairman of the Joint Chiefs of Staff), and a national defense advisor (Secretary of Defense). As a result of the growth of these institutions, presidential control of the foreign policy apparatus and foreign policy information has increased sharply, leaving Congress at a distinct disadvantage.



Growth of Executive Dominance

- **Growth of Executive Institutions**
 - Foreign policy machinery of President grew considerably since WWII
 - National Security Act of 1947
 - Created NSC, CIA, and DoD
 - Gave President an intelligence advisor (CIA) and military advisor (CJCS), and national defense advisor (Sec of Def)

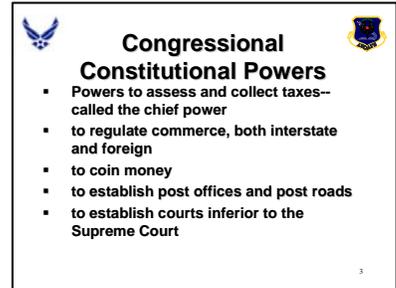
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TRANSTION

While the U.S. Constitution has vested great powers with the Executive Branch, the framers invested Congress with great power as well to serve as a “check and balance.” Let’s examine some of those Congressional powers and their impact on the military.

C. Congressional powers and responsibilities

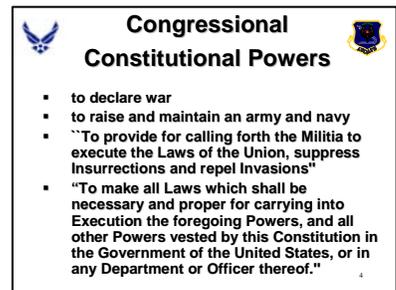
1. **SOB#4** Powers: Article I, section 8, of the Constitution defines the powers of Congress.
 - a. Powers to assess and collect taxes--called the chief power.
 - b. To regulate commerce, both interstate and foreign.
 - c. To coin money.
 - d. To establish post offices and post roads.
 - e. To establish courts inferior to the Supreme Court.
 - f. To declare war.
 - g. To raise and maintain an army and navy.
 - h. "To provide for calling forth the Militia to execute the Laws of the Union, suppress Insurrections and repel Invasions."
 - i. "To make all Laws which shall be necessary and proper for carrying into Execution the foregoing Powers, and all other Powers vested by this Constitution in the Government of the United States, or in any Department or Officer thereof."



Congressional Constitutional Powers

- Powers to assess and collect taxes--called the chief power
- to regulate commerce, both interstate and foreign
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3



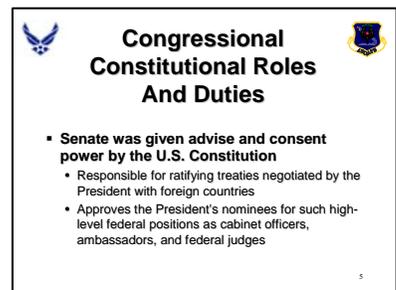
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4

2. **SOB#4** Roles/Duties

- a. The Senate was given advice and consent power by the U.S. Constitution. It has the responsibility for ratifying treaties negotiated by the President with foreign countries and approving the President's nominees for such high-level federal positions as cabinet officers, ambassadors, and federal judges.



Congressional Constitutional Roles And Duties

- Senate was given advise and consent power by the U.S. Constitution
 - Responsible for ratifying treaties negotiated by the President with foreign countries
 - Approves the President's nominees for such high-level federal positions as cabinet officers, ambassadors, and federal judges

5

- b. The House was given the authority to originate all revenue bills and over the years, tradition has extended this power of origination to spending bills as well. The House thereby sets the framework for the important questions of collecting taxes and raising money for the U.S. treasury and then distributing it through legislative appropriations



**Congressional
Constitutional Roles
And Duties**

- **The House was given the authority to originate all revenue bills and over the years, tradition has extended this power of origination to spending bills as well**
 - Sets the framework for the important questions of collecting taxes and raising money for the U.S. treasury and then distributing it through legislative appropriations

7

TRANSITION

(Suggested: Throughout the evolution of the U.S. Congress, they have moved toward more extensive legislative action in the areas of control over “war powers” and the “foreign policy purse strings.”)

3. SOB#4 War Powers Resolution Act.

- a. Even though Congress grumbled at times, it actually took a controversial conflict (Vietnam) to galvanize Congressional action to limit Presidential power. Initially these were minor reporting requirements, i.e., Case-Zablocki Act.
- b. According to the Case-Zablocki Act, the Secretary of State will submit to the Congress any international agreement, other than a treaty, to which the United States is a party within sixty days.

- c. This showed that Congress was beginning to form a consensus. In 1973, they passed the War Powers Resolution Act (WPROA), legislation that continues to be controversial today. Determined to avoid another protracted involvement like Vietnam, the WPROA, if followed explicitly by the President, would transfer significant authority away from the executive branch to the legislative branch with regards to troop movement and deployment. Let’s review the provisions of the WPROA.



War Powers Resolution Act

- Passed in 1973
- Can only deploy troops under:
 - declaration of war
 - statutory authorization
 - national emergency
- Report to Congress within 48 hours of deployment
 - Report status periodically to Congress

- d. Congress passed the WPROA over President Nixon's veto. It was the first time Congress had specified conditions where the President could use armed forces. The resolution contained several important provisions that required Presidential consultation and reporting of U.S. forces abroad.

- (1) The first of these provisions placed limits on the use of troops and stated the President can only deploy troops under three conditions: declaration of war, statutory authorization, and national emergency (attack upon the United States).

- (2) The resolution also stated the President shall consult with Congress before sending U.S. forces into hostilities.

- e. Another provision stated the President must report to the Speaker of the House and President pro tempore of the Senate within 48 hours of deployment, plus report periodically to Congress on the status of the hostilities.

- f. The core feature of the resolution stated the President couldn’t use U.S. forces for more than 60 days unless there has been a declaration of war or unless there was a Congressional authorization to continue the forces beyond the 60-day limit. The President may authorize a 30-day extension if the President certifies military requirements prevent troop withdrawal within the 60-day period.

- g. There were several underlying purposes of the War Powers Resolution. The main purpose was to keep the President from getting U.S. troops into a war without a clear resolution, in other words, to reduce the possibility of a future Vietnam.

- h. It was also to reassert the war powers of Congress under Article I of the Constitution, as well as serve as a political and psychological restraint on Presidential war making. Bottom line is that it would promote the sharing of responsibility between the executive and legislative branches in



War Powers Resolution Act

- Limit of 60 days without declaration of war (with a 30 day extension for troop withdrawal)
 - Keep President from getting U.S. troops into war without clear resolution
 - Reassert the war powers of Congress under Article I of Constitution

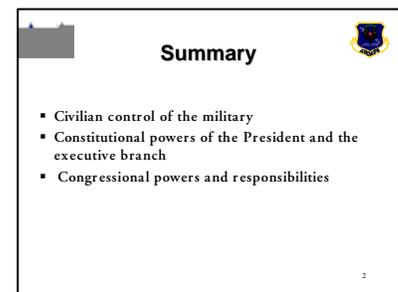
regards to sending U.S. forces abroad.

- i. The WPRA has never been evoked and its constitutionality has been questioned. Every President has taken the position that it is an unconstitutional infringement by the Congress on the President's authority as *Commander in Chief*. The courts have not directly addressed this question. The Supreme Court has struck down the 'legislative veto' embodied in Section 5(c) of the Resolution. However, in every instance since the act was passed, the President has requested and received authorization for the use of force. The reports to Congress required of the President have been drafted to state that they are "consistent with" the War Powers Resolution rather than "pursuant to" so as to take into account the Presidential position that the Resolution is unconstitutional.

CONCLUSION

SUMMARY

In this lesson we have looked at the various powers granted to the President and Congress concerning the conduct of foreign policy initiatives, and how the founding fathers intended these powers to be shared. We also looked at some of the factors that led to or contributed to presidential domination of foreign policy-making. As we have seen, Congress is serious about sharing the responsibility and powers of foreign policymaking. We also have looked at the importance of civilian control of the military.



Remember, democracy is a great-unfinished experiment.

REMOTIVATION

Suggested: At times we may think that Congress is getting just a little too involved in the President's foreign policy issues. However, it may be what they are really trying to do is just get in line with the original intent of the Founding Fathers when they divided the powers in the Constitution. The goal of a democracy is to manage issues like the liberty/security balance and create a system whose strength will increase over time as a result of dealing with tensions in a constructive manner. As military leaders, you will be charged with helping to maintain the fragile balance between the military and the democracy we serve.

CLOSURE

Let me leave you with this late 18th Century French characterization of the liberty-security balance from the 1791 French Penal Code:

“All force is dangerous and a menace if it is not answerable; a will is required to govern the force publique and this will must be separated from it; when the force can act independently it becomes everything...the army must be accountable; action and accountability are what characterize the solidly grounded force publique.”

The same holds true for our democratic society today. The American people will hold us accountable for our actions and we must accept our responsibilities to them.

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