



AS300 Syllabus – Spring 2025

COURSE DESCRIPTION & OBJECTIVES

1. Title – AFR 3231, Leading People and Effective Communication

Course Description – Leadership and quality management fundamentals, professional knowledge, Air Force doctrine, leadership ethics and communication skills required of an Air Force junior officer. Case studies examine Air Force leadership and management situations as a means of demonstrating and exercising practical application of the concepts studied.

2. Instructor – **Captain Dwight A. Patterson**, 211 Van Fleet Hall (3rd Floor Rm 207), (352) 294-0745, dpatterson2@ufl.edu. I encourage you to reach out to me with any questions or concerns. Should any circumstances arise that could affect your performance or attendance, you are required to keep me informed to prevent an adverse impact on your academic standing and military training. I am available for walk-in meetings most weekdays between 0900 and 1300; please schedule an appointment for anything outside of these hours.

3. Required Texts – There are no hardcopy textbooks required for this class. All required materials are available electronically on UF's Canvas Application or on the HOLM Center website. A digital copy of The Dichotomy of Leadership will be posted on Canvas for assigned readings.

4. Course Goals - This course is designed to build on the leadership fundamentals taught in AS200 classes and the Fall semester of AS300 year. Students will have the opportunity to utilize their skills as they begin more of a leadership role in the detachment. The goal is for students to have a more in-depth understanding of how to effectively lead people and provide them with the tools to use throughout their detachment leadership roles.

5. Class Leader - I will appoint a class leader. This position may rotate periodically throughout the semester. At the minimum, the class leader will be responsible for the following (duties may be delegated, but the class leader remains fully responsible for accomplishment):

- a. Collecting assignments prior to class start
- b. Calling the classroom to attention
- c. Attendance
- d. Room care
- e. Briefing schedules

CLASS REQUIREMENTS AND POLICIES

6. Uniforms – All cadets will wear OCPs unless directed otherwise. Air Force personal appearance standards must be met in accordance with DAFI 36-2903. Any cadet not in uniform when required must explain in writing the circumstances for being out of uniform by using the official memorandum, which will be due to me via email within 3 calendar days of the occurrence. Additionally, cadets will be well groomed and practice good hygiene (per applicable Department of the Air Force regulations) so as to present a respectable image of the Air Force. Males will not wear earrings and females will not wear facial piercings.



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7. Grading Criteria – Grades will be determined as follows:

Term Counseling	10 pts
Theory & Innovation Briefing	20 pts
Theory & Innovation Paper	25 pts
Leadership Theory Paper	25 pts
Culture Comparison Activity	10 pts
Class Discussions/Participation	10 pts
Total Possible	100 Pts

Grade Scale		
A	90-100	4.0 Points
B	80-89	3.0 Points
C	70-79	2.0 Points
D	60-69	1.0 Points
F	Below 60	0 Points

**All students must achieve a grade of C or better to pass AFR Classes.*

Failed AS Classes. Cadets may apply for re-entry, but the failed class(es) will have to be re-accomplished for AFROTC credit.

Incompletes. The Det/CC must approve all “Incompletes” for AS classes. “Incompletes” must not be used for unusual or unavoidable circumstances, such as an extended illness. “Incompletes” must not be used for make-up of unsatisfactory or delinquent work, or as a sanction for cadets who do not return uniforms. An “Incomplete” must be resolved NLT the end of the following term or it will constitute a failure.

Links.

- a UF Undergraduate Catalog: <https://catalog.ufl.edu/>
- b Current UF grading policies may be found at:
<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>
- c SF Grading Policy: <https://www.sfcollege.edu/registrar/grading-policy/index>

8. Assignments – Readings and assignments are due at the start of class. A penalty will be assessed for late assignments with **2 points** taken off for each day it is late (assignments are worth 10 points; if one of these assignments is turned in 1 day late, it will receive a maximum of 8 of 10 points).

Theory & Innovation Briefing (20 pts): Each cadet will deliver a 4-5-minute prepared describing the impact of a theorist, theory, or concept from the Theory and Innovation lesson and their personal assessment of future challenges.



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Class Discussions/Participation (10 pts): We will read “**The Culture Code**” this semester. A digital copy of the book will be uploaded to Canvas. Cadets are expected to read the assigned chapters and come to class prepared to discuss what they read. In addition, cadets are expected to participate in class. Class discussions and participation is worth 10 pts which correlates to 10% of your grade.

Term Counseling (10 points): Due by 11 April 2025

- a Term counseling/feedback must be complete by 11 April 2025.

Assignments: See syllabus page 7 for assignment details

- a. Culture Comparison Activity (10 pts): **Due 22 January 2025**
- b. Leadership Theory Paper (25 pts): **Due 5 February 2025**
 - Write a 2-3 page memorandum on a leadership theory. Explain the theory and how it can be utilized in AFROTC Det 150.
- c. Theory & Innovation Paper (25 pts): **Due 26 March 2025**
 - Write a 2-3-page memorandum describing the impact of a theorist, theory, or concept from the Theory and Innovation lesson and their personal assessment of future challenges

9. Class Leader – I will appoint a class leader. This position may rotate periodically throughout the semester. At the minimum, the class leader will be responsible for the following (duties may be delegated, but the class leader remains fully responsible for accomplishment):

- a. Collecting assignments prior to class start
- b. Calling the classroom to attention
- c. Attendance
- d. Room care
- e. Briefing schedules (NWS)

10. Attendance – I expect you to attend my class and to be on time. All students must attend at least 80 percent of the scheduled class sessions. The attendance requirement is mandatory and is not flexible.

Students with confirmed class conflicts will receive attendance credit by making up the training objectives for the class IAW AFROTCI 36-2011, volume 3. See me for more information on how to accomplish this.

Poor time management does not warrant an excused absence. It is professional courtesy to coordinate with me ahead of time if you are going to miss a class. If you miss a class, you must contact me within 3 calendar days following the absence with documentation (verification of doctor’s visit, excuse note, etc.) to determine if the absence is excused. Requirements for class attendance, make-up exams, assignments and other work in this course are consistent with university policies that can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

If you decide to drop, withdraw, or not meet the attendance requirements stated above, it is your responsibility to ensure you are administratively dropped by your registrar. If you do not meet



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attendance requirements and are still formally enrolled at the end of the semester in this class and/or the corresponding leadership lab, you will be awarded a failing grade.

11. Class Comportment – The atmosphere will be professional, but intellectually permissive. You are expected to be in the classroom and ready to start on time. The classroom will be called to attention when Cadre enter and exit. Clear your desk of anything not needed for class. Snack foods and drinks are permitted in the classroom. This is a privilege that can be rescinded if abused; ensure the room is clean before you leave the area. Cell phone use is not allowed during class, silence all electronics.

12. Integrity – Intentionally passing off someone else’s work as your own (plagiarism) or gaining unfair advantage during exams (cheating) is not consistent with the integrity we expect of officer candidates. Confirmed plagiarism or cheating will result in an E for the course and, if applicable, investigation for disenrollment from AFROTC.

13. Students with disabilities – Students requesting classroom accommodation must first register with the Disability Resource Center (352) 392-8565, <https://disability.ufl.edu>. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

14. Makeup Work/Exams – Only in unusual or unavoidable circumstances will makeup work/exams be offered. These will be handled on a case-by-case basis and **MUST** be coordinated ahead of time or immediately upon return to school. If you miss a class, **you** are responsible to work with the class leader for notes and to contact the instructor for missed work/assignments. Makeup work will not be assigned after 7 calendar days from the missed class.

15. Class Dates and Times – Class will be held in the Van Fleet Hall front classroom on Wednesdays from 1250-1550. **There is no alternate meeting time/location for this class.** If you have a class conflict, you must obtain a letter from your advisor specifically stating that there are absolutely no other options available for the other class(es) that there is a conflict with. This is due to me by close of business (COB = 1700) on 15 January 2025. **If you have a conflict with a portion of the class, but not the entire 3 hours, then you are expected to report for class as soon as practical. Each student’s class schedule shall be provided to the instructor NLT January 15, 2025.**

16. Academic Freedom – The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staffs are encouraged to speak and write freely. “Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution” (AUI 36-2608, para. 2.4.). Due to our military profession, there are some limitations to our academic freedom. This subject will be briefed in detail at the beginning of the semester; if you have any questions see your instructor as soon as possible.

17. Academic Honesty Statement – UF students are bound by The Honor Pledge which states, *We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by Student the Honor Code. On all work submitted for credit by Students at the University of Florida, the following*



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pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

The Honor Code (<https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.

Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor.

18. Course Feedback. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing online evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under 2 GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.



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AS300 CLASS SCHEDULE & REQUIRED READINGS

Date	Lesson	Topic	Class Prep/Assign
15 Jan 25	23, 24	Course Overview/Professional & Unprofessional Relationships (1) Wingman/Guardian Intervention (2)	
22 Jan 25	28	Cultural Competency (2)	Culture Comparison Activity Due
29 Jan 25	22, 25	Organizational Climate (2) / Mentoring (1)	
5 Feb 25	27	Leading Diverse Organizations (2)	Leadership Theory Paper Due
12 Feb 25	29	Leadership Series	
19 Feb 25	30	Managing Competing Priorities (2)	
26 Feb 25	31, 33	Ethical Decision Making (1) Change Management (1)	
5 Mar 25	26, 32	Critical Thinking 2/Conflict Management	
12 Mar 25	34, 35	Theory & Innovation/Advocacy Brief Req	
19 Mar 25		SPRING BREAK	
26 Mar 25		Briefing	Theory & Innovation Paper Due
2 Apr 25	36	Organizational Leadership Theory	
9 Apr 25	37	Leaders of Character Reflection	
16 Apr 25	38	DAF Heritage Series	
23 Apr 25		NO CLASS or Make-up class (if needed)	
30 Apr 25		NO CLASS – FINAL EXAM	

All required materials can be found on the course page in Canvas (<http://elearning.ufl.edu/>)