1. **Instructor**  
Name: Maj Kevin G. Robling, Assistant Professor of Aerospace Studies: roblingk@ucla.edu  
Office: Student Activities Center (SAC) 232  
Office Hours: Monday - Friday 0800-1600 and by appointment  
Office phone: (310) 825-1742

2. **Class Time, Location, and Credit**  
Fri 1100-1350 Rolfe 2135 3.0 hour/4 units

3. **Course Description**  
AS130 is a study of leadership, management fundamentals, professional knowledge, Air Force personnel and evaluation systems, leadership ethics, and the communication skills required of an Air Force junior officer. Case studies are used to examine Air Force leadership and management situations as a means of demonstrating and exercising practical application of the concepts being studied. A mandatory Leadership Laboratory complements this course by providing advanced leadership experiences in officer-type activities, giving students the opportunity to apply the leadership and management principles of this course.

4. **Course Goals**  
a. Understand leadership, followership, and management in the context of being an Air Force Officer.  
b. Learn your own leadership and followership tendencies, strengths, and weakness, and practice new leadership techniques.  
c. Continue to improve your communications skills.  
d. Display a highly enthusiastic attitude by exhibiting leadership within the class.

5. **Course Text Books**  
a. United States Air Force Leadership Studies  
b. AU-24 Concepts for Air Force Leadership  
c. AFOATS Training Guide T-700  
d. Tongue and Quill

6. **Course Web Site:** http://www.sscnet.ucla.edu/06S/aero130c-1/ Information about the class and assignments will be posted on the course web page. Copies of each lesson’s slides and the syllabus will be posted on the web site.

7. **Grading Criteria**

<table>
<thead>
<tr>
<th>Activity</th>
<th>(% of overall grade)</th>
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<tr>
<td>Final Exam</td>
<td>50%</td>
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<tr>
<td>Briefing</td>
<td>30%</td>
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<td>Quizzes 2 @ 10% each</td>
<td>20%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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LATE ASSIGNMENT - 1 grade step per week (from an A to an A-, A- to B+, etc…)

a. **Letter Grades:** Your grade in this class is based on your performance. You **must** achieve a grade of “C-“ or better in your Air Force courses to maintain academic retention standards and remain in AFROTC. Your grade in this course is based on the following scale:

<table>
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<tr>
<th>GRADING SCALE:</th>
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<tr>
<td>93 - 100 %</td>
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<td>87 - 89.9 %</td>
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b. **Final Exam/Quizzes:** May consist of multiple choice, fill-in-the-blank, matching, true/false, or essay questions. Test questions are based on the Samples of Behavior (SOBs) in the textbook. Unannounced pop quizzes will be given throughout the quarter on material previously covered or material to be covered the day of the quiz. The final examination is comprehensive. **If you can correctly respond to the SOBs, you should do well on the exam.**

c. **Written Assignment** If written assignments are directed, **ENSURE YOU CITE YOUR SOURCES.**

**NOTE ABOUT PLAGIARISM:**
Plagiarism is a serious offense. According to UCLA Student Conduct Code 102.01C: Plagiarism includes, but is not limited to, the use of another’s words or ideas as if they were one’s own; including, but not limited to representing, either with the intent to deceive or by the omission of the true source, part of or an entire work produced by someone other than the student, obtained by purchase or otherwise, as the student’s own original work; or, representing the identifiable but altered ideas, data or writing of another person as if those ideas, data or writing were the student’s original work.

Make sure you do your own work and give credit for any source you use. **If you paraphrase a source, you must give credit to the author by indicating the source, using footnotes, endnotes, or parenthetical documentation.** If you take a quotation word-for-word, **you must use quotation marks to indicate that the wording is the original author’s. If in doubt, document!** If you quote or paraphrase another author’s work, you must so indicate.

The **penalty for plagiarism in this course is:** (1) assignment of zero credit for the entire assignment containing plagiarized material; (2) reporting of the matter to the Dean of Students; and, (3) (for AFROTC cadets) investigation for disenrollment from the program.

d. **Class Attendance/Participation:** You must participate by volunteering answers and opinions during discussions. Active participation will make the class much more enjoyable and enhance learning. Each unexcused absence and/or late arrival to class will result in your grade being lowered. **If you miss a quiz, exam, or briefing due to an unexcused absence, expect to receive a grade of zero for that quiz, exam, or briefing.**

e. **Briefings:** Topics will be on a subject pertaining to the Air Force. No students will have the same topic. One student may discuss the propulsion of the F-22 while another discusses the armament of the F-22 but the topic of both cannot be of why the F-22 should be funded. Briefings will be 8-10 minutes; violation of this requirement will reduce the grade by one grade per 15 seconds. **If your briefing was worth an A and you were 32 seconds over/under your time, then the grade will be B+.** Topics must be approved by instructor.

f. **Extra Credit:** There is no planned extra credit. **If you have an idea to propose for extra credit, see me.**
8. CLASSROOM CONDUCT:

a. **Attendance:** Regular class attendance is mandatory. Each time you are absent, your absence will not be excused unless: (1) you prepare a letter explaining your absence and why it should be excused (see the sample letter attached to this syllabus for proper format), and (2) I determine your reasons to be legitimate. **Absences not explained within one week become unexcused.** Oversleeping or studying for a test (for example) are not legitimate reasons. If you think you may miss a class, coordinate with me in advance. **Regardless of your academic performance, you will not receive a passing grade unless you attend 80 percent of the scheduled classes** (Note: This is an AFROTC rule, not mine. I cannot waive the 80 percent rule). In addition, there will be make-up work assigned for each class missed. If an emergency occurs (i.e. car problems, illness, etc.) that prevents you from attending the class, attempt to contact the instructor by phone, and, if unable to reach the instructor, leave a message with the department receptionist or on the department answering machine. I will deduct one percentage point from your final grade for each unexcused absence.

b. **Timeliness:** I expect each student to be seated and ready to start the lesson at the time class is scheduled to begin. Tardiness disrupts your learning process and that of other students who were "on-time." Be considerate of others and strive to arrive on time. **But, it is better to be late than absent.** If you feel your tardiness should be excused, submit a letter in the format of the memo attached to this syllabus explaining why you were late. I will evaluate each letter and decide whether the tardiness should be excused. ½ percentage point will be deducted from your final grade for each unexcused tardiness.

c. No food or drink will be permitted in the classroom. The class will observe a non-attribution policy for all students, the instructor, and any guests. This policy does not relieve military members and cadets from responsibilities associated with proper respect to authority and the chain of command.

9. CONDUCT FOR CADETS: (Applies to AFROTC Cadets only)

a. **Military Protocol:** Learning military protocol is a goal of AFROTC, therefore, we will use it in the classroom. Use the following guidelines for military protocol in class:

1. Calling the class to attention: It is standard military custom to rise to attention whenever a senior officer enters a room. The first person to see that senior officer entering should announce in a loud voice “Room attention!” (pronounced “Room ten-hut!”) When the senior officer replies “at ease,” or “carry on,” you may take a seat.

2. If an officer of higher rank enters or leaves the classroom while the instructor is present, call the class to attention. Remain standing at attention until the officer directs you otherwise.

3. A class leader will be selected by the instructor. The class leader will be responsible for setting up the classroom, military courtesies extended to the instructor and/or guests, completing an attendance sheet each class period, and ensuring that the classroom is left in proper order. The senior cadet present will perform these functions if the class leader is absent.

4. Due to the varying locations of classrooms, it is possible that the instructor may be present in the classroom as students arrive. In this case, when the instructor advises the class leader that the class will begin, the class leader will call the class to attention (civilian students may remain seated) and report in, “Sir/Ma'am, class reports ready for instruction.” It is not necessary to call the class to attention for a break period. When instruction is complete, the instructor will advise the class leader to prepare for dismissal. The class leader will call the class to attention and the instructor will dismiss the class.

5. Contributing in class: You are not required to stand when contributing to class discussions; however, you should use the words "sir" or "ma'am"--or the officer's rank--anytime you speak directly to an officer.
6. None of this protocol should inhibit free discussion and exchange of ideas in the classroom or on the job. Military protocol simply recognizes the position of the senior officer. It does not imply that everything that officer says is always “correct” or that you must adopt the officer’s ideas.

b. **Military students** are required to wear the military uniform to class. Compliance with the dress and grooming standards in AFI 36-2903 (Military Dress and Appearance) and AFOATSI 36-2108 (Senior Uniforms and Insignia) is mandatory. I will dismiss you from class with an unexcused absence if you do not meet Air Force grooming standards and appearance.

c. **Leadership Lab** (LLAB) is MANDATORY. It is the military training portion of the ROTC program. It is planned, conducted, and evaluated by the cadet corps under the supervision of the Cadre (active duty faculty). In LLAB, you will learn about military customs/courtesies and formal military formations. Each LLAB begins at the Student Activities Center (SAC), or at a location to be announced. Physical fitness training and testing are accomplished during LLAB. Base visits, Dining-in/outs, military parades, and team-building exercises are also a part of Leadership Lab. Leadership Laboratory and LLAB activities are MANDATORY for all cadets. This does not apply to civilian students. “Conflict Labs” will be available on one Saturday each month to help you make-up **excused** absences.

   Note: Leadership Lab is graded Pass/Fail. Your LLAB grade is not included in your academic average, nor does the LLAB grade affect your grade in AS 130B.

d. **Voluntary Formations**: Except for the LLAB activities mentioned above, all other AFROTC activities are completely VOLUNTARY.

e. **Counseling**: I will meet with each AFROTC cadet at least once in the quarter for a mandatory counseling and records review. Sign up for this session on the weekly schedule passed out during class. Sign up early—your records review must be complete by 27 Feb, 2004. Once scheduled, the appointment is a military formation, and you must **wear your uniform to the term counseling session**. Any need to cancel or reschedule should be coordinated with me at least one day in advance of the appointment. Any student in the course may make a counseling appointment to discuss this course, or personal or general academic concerns.

f. **Internet**: You are responsible for all the information posted on the AFROTC Internet site & bulletin boards in the student lounge area. Check them regularly—at an absolute minimum check the Internet at least once weekly NLT Wednesday.

g. **Chain-of-Command**: Use the cadet corps chain-of-command to address cadet corps issues. Please feel free to contact me to discuss academics or almost anything else. However, if a matter is cadet corps related I will refer you to the cadet chain-of-command. Again, this mirrors the actual grievance process in the USAF, fulfilling a course goal.

h. **Academics**: Academics are your #1 priority. If you are having trouble, be proactive—see me!

10. **Discrimination and Sexual Harassment**: Discrimination and sexual harassment will not be tolerated by the Air Force, Detachment, or University. If you feel you are being discriminated against or sexually harassed, contact any member of the cadre.
UCLA SPRING 2006 CLASS SCHEDULE

Classes are 2 hours and 50 minutes each. Students are expected to complete the assigned reading BEFORE coming to class. Pop quizzes will be given on the assigned readings.

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<thead>
<tr>
<th>MEETING</th>
<th>DATE</th>
<th>SUBJECT/ACTIVITY</th>
<th>READING</th>
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<tbody>
<tr>
<td>1</td>
<td>7 APR</td>
<td>Welcome and Overview</td>
<td>Syllabus</td>
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<td>Leadership</td>
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<td>2</td>
<td>14 APR</td>
<td>Air Force Core Values</td>
<td>Leadership</td>
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<td>Briefing Discussion</td>
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<td>3</td>
<td>21 APR</td>
<td>Military Ethics</td>
<td>Leadership</td>
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<td>Career Day</td>
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<tr>
<td>4</td>
<td>28 APR</td>
<td>Planning/Scheduling/Timelines</td>
<td>Leadership</td>
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<tr>
<td>5</td>
<td>5 MAY</td>
<td>Ethical and Moral Leadership in the Military</td>
<td>Leadership</td>
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<tr>
<td>6</td>
<td>12 MAY</td>
<td>Joint Ethics, Base Visit Student Briefings</td>
<td>Leadership</td>
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<td>As assigned</td>
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<tr>
<td>7</td>
<td>19 MAY</td>
<td>Student Briefings, DINING OUT</td>
<td>As assigned</td>
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<tr>
<td>8</td>
<td>26 MAY</td>
<td>Student Briefings,</td>
<td>As assigned</td>
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<td>As assigned</td>
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<tr>
<td>9</td>
<td>2 JUN</td>
<td>Student Briefings, Supervisor’s “In Basket”</td>
<td>As assigned</td>
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<td>Leadership</td>
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<tr>
<td>10</td>
<td>9 JUN</td>
<td>CAPSTONE : “Remember the Titans”</td>
<td>Leadership</td>
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Final Exam (12-16 JUN)

INSTRUCTOR: Maj Kevin G. Robling, (310) 825-1742
CLASS WEBSITE: http://www.sscnet.ucla.edu/06S/aero130c-1/

**All exam questions will be derived from the samples of behavior: from readings or class lecture/slides**
MEMORANDUM FOR AFROTC DET 055 AS300 INSTRUCTOR

FROM: (Your Name)

SUBJECT: Letter of Absence or Tardiness

1. Class absence/tardy on:

2. Reason(s) for absence/tardiness:

3. Why I think I should be excused:

4. When and by what means was the instructor notified:

5. I understand that in order to pass AS130C, I must attend at least 80% of the class meetings. I will make up the work missed due to my absence/tardiness.

(Signature block)
NAME, Cadet Rank, AFROTC
Duty Title

1st Ind, Det 055/APAS

MEMORANDUM FOR RECORD

Your class absence/tardy was excused/unexcused.

KEVIN G. ROBLING, Maj, USAF
Aerospace Studies 300 Instructor