LEADERSHIP LABORATORY  
COURSE SYLLABUS

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#### Fall 2017

AFROTC DET 040

LEADERSHIP LABORATORY COURSE SYLLABUS

**1. Instructor Information:**

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**2. Description:**

Leadership Laboratory (LLAB), which includes Physical Training (PT), provides you with practical, hands-on command and staff leadership experiences through the performance of various tasks within the framework of the 040th Cadet Wing (CW). The Leadership Laboratory component of AFROTC is a mandatory sequence of eight one-semester courses, each with unique objectives. This series of courses augments the AFROTC academic curriculum by providing cadets the opportunities and feedback needed to develop the leadership, managerial, and supervisory skills required of successful Air Force officers. The four courses offered during the Fall 2016 semester are as follows:

Aerospace Studies 102: Initial Military Training (IMT)

Aerospace Studies 202: Field Training Preparation (FTP)

Aerospace Studies 302: Intermediate Cadet Leadership (ICL)

Aerospace Studies 402: Senior Cadet Leadership (SCL)

The Initial Military Training (IMT) and Field Training Prep (FTP) Leadership Laboratory courses (LLABs) include a study of Air Force customs/courtesies, drill/ceremonies, and military commands. LLAB also includes studying the environment of an Air Force officer and learning about areas of opportunity available to commissioned officers. The Intermediate Cadet Leader (ICL) and Senior Cadet Leader (SCL) LLABs consist of activities classified as leadership and management experiences. They involve the planning and controlling of military activities of the cadet corps, and the preparation and presentation of briefings, lessons, and other oral and written communications. LLABs also include interviews, guidance, mentoring, and information that will increase the understanding, motivation, and performance of other cadets.

**3. Course Goals:**

IMT: Provide first-year cadets an informative and motivational program designed to recruit and retain cadets while familiarizing them with the Air Force way of life. Training in this course will focus on fostering leadership, followership, teamwork, and esprit de corps.

FTP: Provide cadets eligible to compete for the opportunity to attend Field Training with the mental and physical skills needed to succeed in the AFROTC Field Training environment.

ICL: Provide cadets returning from Field Training sufficient opportunities to demonstrate and develop the leadership and management skills needed to successfully function as active duty officers.

SCL: Provide cadets to be commissioned additional opportunities to demonstrate and develop the leadership and management skills needed to successfully function as active duty officers and to adequately prepare them to transition from the AFROTC environment to active duty.

**4. Course Objectives:**

The full list of course objectives can be found in Appendix 1. The source for this list of objectives is what is known as the T-508, which is the AFROTC Leadership Laboratory Cadet Instructor’s Guide. This guidebook is the source document for the Cadet Wing leadership team; all POC members are required to be familiar with the introductory content and should use the guide as necessary when planning or preparing for specific LLAB lessons or activities.

A tentative LLAB schedule of events can be found in the 040th Cadet Wing Operations Plan (OPLAN). This schedule is subject to change; all cadets should monitor the detachment website and their email accounts for weekly Operations Orders, which will contain detailed information about each week’s schedule of events, the Uniform of the Day (UOD), and other important information.

The Fall 2016 semester, General Military Course (GMC) cadets will be assigned to flights based on whether they are IMT (or AS100) or FTP (or AS200/250/500) cadets. The Spring semester will focus on ensuring FTP cadets are prepared for the mental and physical rigors of Field Training. Physical fitness activities at LLABs will be designed to prepare all cadets for the AFROTC Physical Fitness Assessment (PFA). The PFA consists of a timed 3-event evaluation of pushups, setups, a 1.5 mile run, as well as an abdominal circumference measurement. All physical training activities will comply with relevant Air Force and AFROTC instructions and will be supervised by appropriately trained staff members.

**5. Attendance Policy:**

Cadets must be present for at least 80% of scheduled LLAB activities in order to pass.

In general, cadets are expected to be proactive regarding their attendance records. To be marked “present” for LLAB, each cadet must ensure they comply with the designated detachment check-in procedures. Cadets who arrive late to the training activities and miss the opportunity to check-in electronically are required to communicate through their chain of command to ensure that their attendance is correctly recorded. Attendance rosters will be posted as “read only” documents each week on the cadet website, so every cadet has the opportunity (and responsibility) to verify that his or her attendance records are accurate.

When possible, communicate absences in advance with your cadet flight commander and the OFC. The Cadet Wing will create and disseminate an MFR template you must use to be excused from any mandatory training activities. Make up activities may be offered throughout the term. You can obtain alternative attendance credit by participating in these scheduled voluntary training events and/or by completing individualized make-up work that covers the objective(s) that you missed. All such activities must be approved in writing by the Operations Flight Commander.

**6. Physical Training (PT) Program**:

Physical fitness activities are a mandatory component of the Detachment LLAB curriculum, and as such, cadets are required to attend at least 80% of mandatory PT events in order to pass.

New cadets must become PT eligible within 30 days of the start of the semester. To become PT eligible, new cadets must complete a Health Questionnaire, receive a safety briefing, complete either a certified DoDMERB physical or a Pre-Participatory Sports Physical. Upon completion of all required PT-eligibility tasks and meeting height/weight requirements, new cadets will be issued their PT uniforms. Cadets who have not completed the required tasks will NOT participate in any mandatory PT event. Cadets who have completed the required tasks, but do not yet meet height/weight requirements will participate in civilian-equivalent PT uniforms.

Detachment 040 cadets are required to participate in a minimum of two hours of PT activities each week. Cadets on campus at LMU will have two on-campus PT sessions scheduled each week. Cadets commuting from crosstown schools must participate in the mandatory Friday afternoon PT session as well as complete and document one hour of PT on their own each week. The Cadet Physical Fitness Officer (PFO), with oversight from the CW/CC and the Detachment Physical Training Leader, will provide specific guidance on the PT program throughout the semester. NOTE: Do not expect to make significant improvements exercising only twice per week.

Cadets who are sick or injured are not expected to participate in PT activities. A cadet who is not feeling well or who is in pain prior to or during a PT activity should communicate with the cadet PFO or any member of the cadre. A cadet who is too sick or injured to participate in PT will be required to visit a medical professional to be evaluated. Sick or injured cadets are expected to bring documentation from their medical provider that (a) describes their illness or injury, (b) describes any limitations to their participation in AFROTC training activities, and (c) specifies the duration of those limitations. To return to full participation in AFROTC training activities, a cadet must bring a second note from a medical professional specifying that he or she is cleared to return to “full and unrestricted duty.”

**7. Grading and Evaluation Criteria:**

1. All cadets will take LLAB for pass/fail credit only. No cadet will be awarded a letter grade for his or her performance in Leadership Laboratory.
2. All students must meet the attendance policies identified in paragraphs 5 (LLAB) and 6 (PT) of this syllabus to earn a passing grade. To reiterate: you must attend 80% of scheduled LLAB classes and PT sessions to pass and remain eligible for AFROTC.
3. All cadets must attempt the Physical Fitness Assessment unless on a medical waiver. A cadet who attends 80% of scheduled LLAB classes and PT sessions but who does not attempt the PFA will NOT receive a passing grade in LLAB and will not be eligible to continue in AFROTC. [Note that attempting, but failing, the PFA is not grounds for failing LLAB. A non-contracted cadet will not be eligible to wear a uniform until he or she passes the PFA. A contracted cadet will receive a conditional event in the event of a PFA failure.]
4. Cadets must NOT show indifference to military training. Stated another way, all cadets must meet military retention standards in order to remain in AFROTC. These standards include: avoiding involvements with civil authorities, meeting weight and physical fitness standards, displaying the judgment and maturity expected of an officer candidate, and adjusting satisfactorily to the military training environment. All cadets will receive further guidance and counseling on military retention standards during their mandatory term counseling sessions with their respective APAS. Any cadet whose future in AFROTC is in jeopardy on the basis of this requirement will receive formal counseling from the OFC and will be given an opportunity to demonstrate improvement. The Detachment Commander is the final authority when it comes to determining if a cadet is failing to meet military retention standards.
5. The Aerospace Studies academic courses are entirely separate from the Leadership Laboratory courses. Your AS academic course grade **DOES NOT** affect your Leadership Laboratory grade. Similarly, your Leadership Laboratory grade **DOES NOT** affect your AS Course grade. However, your performance in both your academic classes and in Leadership Laboratory (including PT) is factored into your Detachment Commander’s Ranking (DCR). The DCR, which is a subjective ranking of your performance as compared to all of your peers, is a significant factor in the formulas used to determine scholarship winners, individuals selected to attend Field Training, and individuals selected for rated Air Force Specialty Codes (pilot, combat systems officer, air battle manager, and remotely piloted aircraft operator).

**8. Policy Reminders**

Every member of Detachment 040, including both cadets and cadre, is expected to follow the guidance contained within the Holm Center Training Manual. (T-700). Cadre will receive mandatory training on the HCTM prior to the start of the semester. All cadets will receive training on the HCTM as part of the first day of training activities. We will uphold a zero tolerance policy for all of the following: physical discipline, inappropriate training, sexual harassment, discrimination, and hazing. Any cadet who believes that he or she has witnessed or been the victim of any prohibited training activity is encouraged to report their concern ASAP to any member of the Detachment 040 cadre.

All members of Detachment 040 are expected to interact in a professional manner. Our policies in AFROTC closely mirror the policies within the active duty Air Force. Fraternization is prohibited – in the context of AFROTC, this means that romantic and/or business relationships between cadets and cadre are forbidden. Furthermore, Cadets in the cadet chain of command should refrain from engaging in social relationships (dating), with other cadets within the chain of command. Cadets are encouraged to use good judgment to ensure that any romantic and/or business relationships between members of the cadet wing do not interfere with the good order and discipline and/or morale of the wing as a whole. In particular, all cadets need to be cautious to avoid any perceptions of favoritism with any other member of the cadet wing, whether the relationship in question is romantic or platonic. If you have any questions or concerns about this policy, please contact any member of the Detachment 040 cadre.

Cadets are permitted to use social networking sites to discuss and/or promote AFROTC activities. Detachment 040 maintains a “cadets only” webpage and a POC portal to facilitate communication amongst members of the wing. Please use good judgment and keep your posts professional and respectful. Cadets and cadre are not permitted to interact on social networking sites unless the interaction is strictly related to official business.

All Detachment 040 activities fall into one of three categories: Mandatory PMT, Voluntary PMT, and non-PMT. All mandatory and voluntary professional military training activities must have training value, a supervision plan, and follow prescribed safety instructions. PMT activities are limited to 5 hours per week for IMT and FTP cadets (2 hours LLAB, 3 hours PT), and 6 hours per week for ICL and SCL cadets (3 hours LLAB, 3 hours PT). In certain situations, the Det/CC may approve, in writing, mandatory PMT in excess of these hourly limits. Cadets who are injured while participating in PMT (mandatory or voluntary) are covered by Department of Labor medical coverage.

* 1. Mandatory PMT includes LLAB and PT activities scheduled to accomplish the specific objectives detailed in Attachment 1. Unless otherwise specified, mandatory LLAB activities for Detachment 040 take place from 1300-1500 on Fridays for all cadets. POC cadets are required to attend an additional hour of LLAB preparation from 1130-1230. Unless otherwise specified, mandatory PT activities take place from 0700-0800 on Tuesday for cadets living on or very near the LMU campus, and from 1530-1630 on Fridays for all cadets. All cadets who do not live on or very near (within 5 miles) of the LMU campus are required to log personal PT time on their own during the week.
  2. Any other AFROTC-sponsored activities such as base visits, drill team and honor guard events, or additional FT preparation classes are considered voluntary PMT. The weekly Operations Order and/or Cadet Agenda will clearly annotate what planned activities are voluntary.
  3. All other activities, such as Arnold Air Society, the Flying Lions, MWR events, flight meetings, and so on, are classified as non-PMT activities. There is no limit to the amount of time cadets can spend participating in non-PMT activities. Cadets are not covered by Department of Labor medical coverage while participating in non-PMT activities.
  4. All cadets are expected to present a professional military image while participating in AFROTC activities. All cadets will receive further instructions about military grooming standards during the first week’s training activities. Cadets can expect to be issued uniforms upon completion of their wingman qualification checklist, and are expected to wear the scheduled uniform of the day (as specified in the weekly Operations Order) for the duration of every Friday training day (0800-1645). Cadets who have not yet been issued a uniform will wear a prescribed “civilian equivalent” uniform.
  5. AFROTC policy dictates that detachments will not direct any mandatory PMT (PT or LLAB) during periods when academic classes of a cadet's academic institution are not in session (i.e., holidays, fall and spring breaks, etc.) and that any PMT conducted during these times must be strictly voluntary. Because of the widely varied academic calendars of our 56 crosstown schools, it is not feasible to create an Operations Schedule that does not include mandatory PMT on any dates when any cadet is on an academic break. Because of this, we will work with cadets on a case-by-case basis to ensure they are not penalized for missing LLAB during a time when their academic institution is not in session. Cadets are expected to communicate with their cadet chain of command to alert the OFC when they will be missing LLAB under this provision. These cadets will be provided with alternative opportunities to cover objectives that they missed.
  6. Cadets concurrently enrolled in AS classes will only enroll in one LLAB course – typically the AS 200 LLAB sequence. It is the responsibility of the cadet and the OFC to ensure the cadet obtains any missed objectives because of concurrent enrollment. For example, an FTP cadet may need knowledge of some IMT LLAB objectives in order to accomplish the FTP objectives. Because IMT and FTP cadets are often working on different objectives, it may be necessary for the cadet to meet with his or her flight commander or the OFC to obtain the required knowledge to successfully complete FTP objectives. For this reason, concurrently enrolled cadets may be allowed to exceed the maximum time limits for accomplishing LLAB objectives set forth in paragraph 8(d) of this syllabus.

There are numerous administrative requirements that you must meet in order to become fully qualified, and remain eligible for, AFROTC. Your APAS will give you further guidance on those requirements at the start of your academic classes. In addition, those requirements are listed within your academic syllabus. They include, but are not limited to, maintaining full-time student status, scheduling and completing term counseling with your APAS, completing a Form 48 (academic plan) and having it reviewed and signed by your academic advisor, and maintaining a GPA above 2.0 (2.5 for all contracted cadets and any non-contracted cadets pursuing selection for Field Training and/or intending to contract.)

**9. Organization and Feedback**

The LLAB program is planned and executed by cadets, with the oversight of the OFC and the support of the entire cadre team. As such, every ICL and SCL cadet will hold one or more jobs within the Cadet Wing organizational structure. The specifics of this structure are explained fully within the Cadet Wing Operations Order, which contains a full organizational chart, list of duty descriptions, and a Unit Manning Document (UMD).

The Leadership Laboratory program is designed to offer cadets at every level the opportunity to practice both leadership and followership skills. The activities in LLAB are not “graded” in the traditional sense, but every activity includes a significant block of time reserved for feedback. Cadets at every level should expect receive feedback on their performance across the range of LLAB planning and execution tasks. This feedback will come from multiple sources:

1. Cadet teachers and trainers will provide immediate feedback to GMC cadets during LLAB exercises.
2. Cadet flight commanders will provide initial expectations, and midterm and final feedback to the GMC cadets within their flight.
3. Cadet supervisors will provide initial expectations, and midterm and final feedback to their POC subordinates.
4. Cadre members will observe all PMT activities and may provide on-the-spot feedback if required. (Typically, this feedback would be given to the relevant teacher or trainer in an activity.) Generally, however, cadre members will not interfere with LLAB activities. Cadre observations will be compiled by the OFC and discussed with the Cadet Wing Command Staff during their weekly meetings.
5. GMC cadets will have the opportunity to provide anonymous feedback to their POC leadership via the “GMC Advisor.” The GMCA will compile feedback from the GMC cadets and will present this information to the Cadet Wing Command Staff during their weekly meetings.

All cadets will meet with their respective APAS or PAS during the fall semester to complete mandatory term counseling. The PAS or APASs will use this time to provide specific feedback to individual students regarding their strengths and recommended areas of improvement. Cadets are welcome and encouraged to communicate with the detachment cadre at any time if they are uncertain about their performance in LLAB.

**Attachment 1 -** **LLAB Objectives**

The following is a list of mandatory objectives that must be presented to the appropriate cadet classification.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Obj | LLAB Lesson Objective | IMT | FTP | ICL | SCL | ECL |
| 1 | Know the Air Force and AFROTC grade structure and insignia | X |  |  |  |  |
| 2 | Know the Air Force and AFROTC chain of command | X |  |  |  |  |
| 3 | Know the AFROTC Honor Code | X |  |  |  |  |
| 4 | Apply proper courtesies and procedures associated with the US flag | X |  |  |  |  |
| 5 | Apply individual and flight drill positions | X |  |  |  |  |
| 6 | Apply basic individual flight drill movements | X |  |  |  |  |
| 7 | Apply effective followership and teamwork skills | X | X |  |  |  |
| 8 | Know the environment of an Air Force officer | X | X |  |  |  |
| 9 | Apply correct guidon procedures during drill practice & official functions |  | X |  |  |  |
| 10 | Apply advanced individual and flight drill movements |  | X |  |  |  |
| 11 | Apply skills to be an effective flight commander |  | X |  |  |  |
| 12 | Know road guard procedures |  | X |  |  |  |
| 13 | Apply proper individual drill evaluation procedures |  | X |  |  |  |
| 14 | Know proper dorm maintenance procedures and requirements |  | X |  |  |  |
| 15 | Know the mental, physical, & administrative requirements of Field Training |  | X |  |  |  |
| 16 | Apply proper open ranks inspection procedures |  | X |  |  |  |
| 17 | Know key personnel parade procedures |  | X |  |  |  |
| 18 | Know Field Training military decorum |  | X |  |  |  |
| 19 | Apply learned information during esprit de corps activities | X | X | X | X | X |
| 20 | *Holm Center Training Manual (HCTM)* | Rescinded | | | | |
| 21 | Apply leadership & followership skills through the cadet mentoring program | X | X | X | X | X |
| 22 | Know the principles of Air Force health and wellness | X | X | X | X | X |
| 23 | Apply the proper Air Force customs and courtesies | X | X | X | X | X |
| 24 | Apply proper Air Force dress and appearance standards | X | X | X | X | X |
| 25 | Know the proper procedures and history behind the Air Force dining-in/out | X | X | X | X | X |
| 26 | Know functions associated with reveille/retreat ceremonies and parade | X | X | X | X | X |
| 27 | Apply AFROTC awards/decorations program in a formal awards ceremony | X | X | X | X | X |
| 28 | Apply leadership/management skills in supervising cadet corps |  |  | X | X | X |
| 29 | Apply proper feedback and performance evaluation skills |  |  | X | X | X |
| 30 | Know the process for evaluating bullet statements |  |  |  | X |  |
| 31 | Apply leadership/management/problem solving skills in special projects |  |  |  |  | X |
| 32 | Know issues and topics in a commander’s call environment | X | X | X | X | X |
| 33 | Demonstrate level of physical fitness through training and assessments | X | X | X | X | X |
| 34 | Know the expeditionary requirements for Field Training |  | X |  |  |  |
| 35 | Execute wargame utilizing the Air Force Employment Exercise (AFEX) |  |  |  | X |  |
| 36 | Identify expectations of a new Professional Officer Course (POC) cadet |  |  | X |  |  |