AERO 3320: Leading People & Effective Communication
SYLLABUS – Spring 2026
Current as of 9 Jan 26

Course Title(s)/Section Number:
AERO 3320 (Group 1): 1500-1800, Monday; Athletics Bldg 1
AERO 3320 (Group 2): 1300-1430, Tuesday; Athletics Bldg 1
AERO 3320 (Group 2): 0715-0845, Wednesday; Athletics Bldg 1

Prerequisites: AERO 3310
Co-requisites: LAB 301 (Leadership-Laboratory LLAB), Recitation 201 (Physical Training PT)

Instructor: Kenneth James, Capt, USAF
Education: BS, Mathematics, University of Texas at Austin, 2017
MS, Cyber Operations, Air Force Institute of Technology, 2019

Location: 712 North Texas Blvd, Denton, TX 76201 (AFROTC Detachment 835)
Office Number: Room 114
Office Phone: (940) 565-4894
Email Address: Kenneth.James@unt.edu
Office Hours: Monday through Friday by appointment/walk-in
Course Delivery/Credit Hours: Lecture/4 credit hours

Course Texts: Electronic reading material will be provided by the Air Force at no cost to the student. Student instruction for access will be provided during the first day of class. *E-Textbooks:* AFH 33-337, *The Tongue and Quill*. Supplementary materials will be provided as required throughout the course.

Supplies: Air Force uniforms supplied by the Air Force.

Course Description/Learning Objectives: This course is designed to build on the leadership fundamentals taught in AERO 3310. The students will have the opportunity to utilize their skills as they begin to take on 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. Secondly, students will hone their writing and briefing skills. Many students will be uncomfortable with public speaking, and this semester is designed to get them used to briefing. The second semester of AS300 is centered on leadership and ethics and is mostly guided discussion. The goal is to get students thinking about leadership through their lens and give them some tools to improve their leadership skills.

GRADING CRITERIA

Aerospace Studies Courses will maintain a letter grading system. A curve grading system is not authorized. Cadets who fail AS courses and/or co-requisites, may apply for re-entry, but the failed course and/or co-requisites must be re-accomplished for AFROTC credit.

The Det CC/Department Chair must approve all "Incompletes" for AS courses and/or co-requisites. "Incompletes" will only be considered in place of failure for unusual or unavoidable circumstances, such as an extended illness. "Incompletes" must not be used for make-up of unsatisfactory or delinquent work.

Assignment	Available Points	Point Weight
Midterm Exam	20	20%
Final Exam	20	20%
Theory & Innovation Paper	20	20%
Advocacy Position Paper	15	15%
Advocacy Brief	15	15%
ODT Paper	5	5%
Current Event Brief	5	5%
TOTAL	**100**	**100%**

Grade Scale	
A	**90 and above**
B	**80-89**
C	**70-79**
D	**60-69**
F	**59 and below**

A. **Examinations:** Examinations will consist of multiple choice, matching, true/false, fill-in-the-blank or short answer questions. All

exam questions are based upon the lesson objectives and information covered in class or provided material. Exams are not comprehensive. The final examination only covers information after the midterm.

B. **Theory & Innovation Background Paper**: Write a 2-3 page background paper in accordance with (IAW) *The Tongue and Quill*. You will select an influential airpower pioneer or theorist who challenged prevailing military norms and advanced the development of airpower. Your paper should cover the background of the individual, the status quo they challenged, resistance they faced, and how their contributions impacted airpower.

C. **Advocacy Position Paper:** Write a 1.5-3 page position paper IAW *The Tongue and Quill*, advocating a position on a current military issue. Your paper should explain the context of the issue, present a clear stance, analyze pros and cons, and address key counterarguments.

D. **Advocacy Brief:** Deliver a 6-10 minute prepared briefing IAW *The Tongue and Quill*, advocating a position on a current military issue. Your brief should explain the context of the issue, present a clear stance, analyze pros and cons, and address key counterarguments. Briefings will be graded based on format, grammar, conciseness, delivery and should be 7-12 slides.

E. **Officer Developmental Training Paper**: Write a 1-2 page bullet background paper IAW *The Tongue and Quill* on a proposed ODT. Your paper should cover background information on the ODT, location, date, number of cadets in attendance, benefit of participation, cadre support required, transportation, lodging, and an agenda/itinerary. You may work individually, or in groups of no more than two.

F. **Current Event Briefing:** Deliver a 2-5 minute briefing on a current event related to the DAF and/or national security. You may use a news article or DAF social media post for reference, but may not use slides. 1-2 students will brief each class session.

G. **Deadlines:** No credit will be awarded for late assignments unless one or more of the following conditions apply: You previously coordinated not making the posted deadline and reached an agreement with your instructor for a later date to complete the assignment, or you had a bona fide excuse or emergency. Typically, an excuse will require corroboration from another person or written evidence that demonstrates the veracity of the claim.

H. **Format:** All papers must be submitted as either Microsoft Word or PDF documents. The Advocacy Brief must be submitted as either a Microsoft PowerPoint or PDF document. Links to Google Docs or Google Slides will not be accepted.

ATTENDANCE POLICY

Cadets and Participating Students must achieve at least 80% attendance over the course of the term to pass each of the following: AS Class, LLAB, and PT. Less than an 80% attendance rate in any course and/or co-requisite will result in an overall grade of F.

This is a highly participatory course of instruction. If absent, there is limited to no ability to make up training objectives or lesson material that was missed. As such, excused absences are rare, conditional, and at the discretion of the Det CC/Department Chair who is responsible for ensuring Cadets successfully complete the AFROTC learning objectives to the required proficiency level before advancing in the program.

A Cadet is responsible for requesting an excused absence in writing, providing satisfactory evidence to the APAS to substantiate an excused absence and delivering the request personally. The APAS will coordinate with the Det/CC for approval, oversee re-medial instruction if offered, and monitor Cadet attendance closely for the remaining period of instruction.

CLASS SCHEDULE AND ASSIGNMENTS

Students will be notified on any schedule changes. Prepare for each class by reading the Student Reader (SR).

Class	Student Pre-Work and Assignments	Date	Subject
1	N/A	**12-14 Jan**	Lesson 20: AS300 Course Overview Lesson 35: Advocacy Briefing Requirements Lesson 21: Ethical Decision-Making: Bullying
2	N/A	**19-21 Jan**	**No Class**

3	SR	**26-28 Jan**	Lesson 22: The Enlisted Force Lesson 23: The Total Force
4	**DUE: ODT Paper** SR	**2-4 Feb**	Lesson 24: Organizational Climate Lesson 26: Professional and Unprofessional Relationships
5	SR	**9-11 Feb**	Lesson 25: Wingman and Guardian Intervention (Initial)
6	**DUE: Advocacy Position Paper** SR	**16-18 Feb**	Lesson 27: Mentoring Lesson 28: Critical Thinking II
7	**DUE: Advocacy Brief**	**23-25 Feb**	Advocacy Briefs
8	SR	**2-4 Mar**	Lesson 29: Leadership Series: Communication
	SPRING BREAK	**9-11 Mar**	**SPRING BREAK**
9	SR	**16-18 Mar**	Lesson 34: Theory and Innovation
10	SR	**23-25 Mar**	**Midterm** Lesson 36: Organizational Leadership Theory
11	SR	**30 Mar - 1 Apr**	Lesson 30: Managing Competing Priorities Lesson 31: Ethical Decision Making: Competing Priorities
12	**DUE: Theory & Innovation Paper** SR	**6-8 Apr**	Lesson 32: Conflict Management
13	SR	**13-15 Apr**	Lesson 33: Change Management Lesson 37: Leader of Character Reflection
14	SR	**20-22 Apr**	Lesson 38: DAF Heritage Series **Final Exam**
15	N/A	**27-29 Apr**	**Flex**

AFROTC STANDARDS & PROTOCOL

A. **Academic Freedom:**

AFROTC supports the principle of academic freedom for instructors and students in accordance with both the host university and Air University policy on Academic Freedom. As outlined in Air University Instruction 36-2602, Command, Governance and Administration Policy, AU recognizes and encourages the free and open discussion and/or debate of appropriate topics within the classroom. However, faculty, staff, and students are limited in the way they may publicly criticize senior officials. Consequently, such criticism and debate must be delivered respectfully in accordance with UCMJ, U.S.C., and AFI. Academic freedom must be tempered by good judgment so that individuals refrain from making unreasonably offensive or irresponsible statements either verbally or in writing. Examples of statements that are not protected by the University policy on academic freedom include the denigration of any person's age, race, color, ethnic group, religious beliefs, sexual orientation, or gender. This is not meant to restrict discussions of controversial subjects; however, good judgment and discretion must be a guiding standard.

B. **Integrity**

Academic Integrity- Dishonest conduct is in direct conflict with our stated core value of "Integrity First."
Plagiarism – The act of appropriating the literary composition of another, parts or passages of their writing, or the ideas or language of the same, and intending to pass them off as the product of one's own mind.
Cheating – The act of giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty material that have been released for student use; copying answers from another's examination; using texts, notes, etc.
Misrepresentation – The act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so; for example, false reporting.

C. **Professionalism:** An atmosphere of respect must be maintained at all times. Cadets are expected to address colleagues as "Cadet" or Mr./Ms./Miss, keep desk areas clean, and take all materials with them when class adjourns. Cadets/Special Students/guests/etc. are allowed to bring drinks into class, and food is allowed. Students will clean up after each classroom session. There will be no sleeping in class. If cadets have trouble staying alert during class, it is highly recommend you stand up in the back of the classroom. Active participation is expected. When addressing cadre, cadets will use their rank or use "sir" or "ma'am," as appropriate.

D. **Timeliness:** All cadets should be seated, prepared, and accounted for by the class leader on time. The class will begin when the instructor enters the room and the room has been called to attention. If a cadet arrives after start time, enter late and assume your place in class. If late, you must see the instructor after class to explain your tardiness and discuss the appropriate course of action.

E. **Uniform and Appearance:** Cadets are required to wear the Uniform of the Day (UOD) to all Aerospace Studies classes. On Thursdays, cadets must wear the uniform to all academic classes, including Leadership Laboratory (exceptions on a case-by-case basis). If cadets are directed to report in to the Det CC, cadets must be in the uniform of the day. All cadets will comply with USAF grooming and appearance standards at all times while in uniform. If cadets are not sure how to properly wear the uniform, ask your cadet chain of command.

F. **Chain of Command:** Use the cadet wing chain of command to address cadet issues. Go to your instructor for any issues dealing with this class or AFROTC program administrative issues that require cadre attention. Serious issues requiring immediate attention must go to any cadre or uniformed staff member available. Class Leader: A class leader will be designated each semester. The class leader is responsible for: preparing the class for presentations and exams, taking attendance, ensuring no trash remains in the classroom after class and any other class-related tasks required by the instructor. Opening class procedure. The class leader will ensure someone calls the room to attention. Once the instructor is in place, he will put the class at ease. Cell Phones: Silence or turn off cellular phones during class, unless you brief the instructor, in advance, of a need for an exception to this policy. No cellular phones allowed out during examinations. Closing class procedure: When the instructor has concluded instruction for the day and is exiting the classroom, the class leader will call the class to attention, the instructor will exit the class, and state, "carry on." The class is dismissed by and after any final remarks from the class leader.

G. **Civil Involvements and Medical Problems:** You must personally report any involvement with any civil or law enforcement within 72 hours of the occurrence. Failure to do so may result in being disenrolled from the AFROTC program. Additionally, report any medical problems within 72 hours to include serious injury, illness, pregnancy, and/or any type of surgery or other change in medical status.

UNT POLICIES AND GUIDANCE

A. **Academic Integrity Standards And Sanctions For Violations**

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

B. **Access To Information – Eagle Connect**

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail: eagleconnect.unt.edu/

C. **Acceptable Student Behavior**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at deanofstudents.unt.edu/conduct.

D. **ADA Statement**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a

student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at disability.unt.edu

E. **Emergency Notification & Procedures**
UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

F. **Retention Of Student Records**
Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about students' records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

G. **Student Evaluation Administration Dates**
Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via *IASystem* Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website at www.spot.unt.edu or email spot@unt.edu.

H. **Sexual Assault Prevention**
UNT is committed to providing a safe learning environment free of all forms of sexual misconduct. Federal laws and UNT policies prohibit discrimination on the basis of sex as well as sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking and/or sexual assault, there are campus resources available to provide support and assistance. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565-2648.

I. **Course Drop**
Visit website for schedule – http://essc.unt.edu/registrar/schedule/scheduleclass.html

J. **Additional Resources**
For student resources to help you be more successful, go to: http://success.unt.edu/