



DEPARTMENT OF THE AIR FORCE AIR UNIVERSITY (AETC)

14 August 2025

MEMORANDUM FOR AFROTC DET 165 CADETS

FROM: AS 1000 LEADERSHIP LABORATORY INSTRUCTOR

SUBJECT: Fall 2025 AS 1000 Leadership Laboratory (LLAB) Syllabus

1. Instructors: (Primary) Capt Quintin L. Echols, (404) 894-8337 Office Hours: by Appointment
2. Course: AS 1000 – Air Force Leadership Lab
3. Textbooks: AFROTC 36-2011, Volume 1
4. Course Description and Grading: LLAB provides students with a chance to apply leadership lessons in an experience-based, practical setting. Students will learn military customs and courtesies, drill and ceremonies, physical training, and other activities. Initial Military Training (IMT) students will focus on learning the basics of military life and introduction to the United States Air Force (USAF) and United States Space Force (USSF), as well as becoming acclimated to AFROTC. Intermediate and Senior Cadet Leaders (ICL & SCL) are provided increased leadership opportunities and lead the cadet wing (CW). Extended Cadet Leaders (ECL) will actively participate by providing mentorship to other cadets. See attached LLAB objectives for additional details. Leadership Laboratory is a **pass/fail course**. **Any student who fails to meet minimum attendance standards for Physical Training (PT) or LLAB, fails to attempt the Fitness Assessment (FA), and/or shows indifference to military training will earn a failing grade.** See paragraph 8 for details on the LLAB/PT attendance policy. Cadets are to be a full-time student every semester except the semester they commission/graduate.
5. Course Goals: Students will learn and apply leadership lessons, learn drill and ceremonies, and prepare for active duty in the USAF/USSF.
6. Schedule: LLAB and PT are held every Tuesday and Thursday from 0600-0945. All students are required to attend a minimum of two PT sessions a week. There are additional optional PT sessions based on the needs of the CW. Times and locations for LLAB and PT may change due to special circumstances and/or events. Detailed instructions for each week will be published in the weekly Operation Orders (OPORD). The OPORD will list time, location, required uniform(s), and other information required to complete the events and objectives for each week. OPORDs can be accessed on TEAMS.
7. Types of Training: All training adheres to the mutual respect model. Hazing, physical/verbal maltreatment, and maltraining will NOT be tolerated.

AFROTC offers many different training opportunities to learn about the USAF/USSF, volunteer in your community, and to have fun. As such, it is important to understand what is mandatory and what is not.

- a. **Mandatory PMT**. AFROTC sponsored training activity when an active-duty member assigned within AFROTC authorizes, plans, facilitates and/or provides resources for the activity. A detachment cadre member must be present during mandatory PMT activities. Mandatory PMT events will be listed on the weekly OPORD and cannot exceed six hours per week.

- b. **Voluntary PMT.** Any AFROTC sponsored, military-related training activity that the Det/CC designates as voluntary PMT. Examples include, but are not limited to mock deployments, base visits, combatives, Field Training preparation classes conducted in addition to normal LLAB hour requirements, and drill team/honor guard membership. AFROTC holds no medical or legal liability for voluntary PMT activities.
 - c. **Non-PMT Activities.** There are many activities cadets participate in that are not training and/or are not sponsored by the detachment or cadet wing. Non-PMT activities include those events that are neither part of the scheduled coursework, part of the curricular activities, nor within the definition of PMT, but have social, public relations, or educational value. Examples of Non-PMT activities include, but are not limited to Arnold Air Society, Silver Wings, booster club, and intramural sports activities. AFROTC holds no medical or legal liability for non-PMT activities. The detachment commander may prohibit uniform wear for non-PMT activities.
8. **Attendance Policy:** Only PMT, comprised of LLAB, PT, and special events as described in paragraph 7a are mandatory. You are required to attend **no less than 80%** of all LLAB sessions (to include special events) to receive a passing grade. PT is mandatory and PT objectives and attendance are part of LLAB grading. You are required to attend **no less than 80%** of required PT sessions per term (2 sessions per week, unless cancelled due to scheduled events i.e. holiday, campus break, etc.). If you attend **less than 80%** of required LLAB/PT sessions, you will receive a **failing grade for this class.** LLAB and PT attendance is tracked via an Accountability Spreadsheet which will be maintained in cadet files and available upon request. It is your responsibility to sign in with the Military Affairs Officer (MAO) at each LLAB/PT session and track your attendance each week via the “Accountability Spreadsheet” to ensure you meet the 80% attendance requirement. *If you do not attend the entirety of a required event, you may not receive full attendance credit for that event.* Please note: the basis for disenrollment from AFROTC exists the moment a cadet misses enough AFROTC classes or mandatory PMT (LLAB and PT) that it becomes impossible for the cadet to successfully complete the course and/or receive a passing grade.

- a. If you miss LLAB or fail to attend 2 PT sessions in a week, and it is a possible excused absence, you are required to submit the reason for the absence as well as documentary proof (e.g. doctor’s note, police report, etc.) in a correctly formatted Memorandum For Record (MFR) emailed directly to the designated accountability officer no later than three calendar days after the absence. Excused absences will be reviewed by the accountability officer on a case-by-case basis but will not be considered if you do not provide sufficient documentary proof as listed above. All disputes over attendance records must be made with the WG/MAO first; further appeals must be taken up the chain of command to the WG/CC. The OFC is the final determination on all matters of attendance.

If the absence is not an excused absence:

1. Do not complete a MFR
2. You will still be required to make up the missed training.

If the absence is an excused absence:

1. Excused LLAB sessions will require a make-up assignment, as instructed by WG/CC from the WG/AO.
2. The WG/AO will authorize you to make up the excused PT sessions by attending more than two (but not to exceed three) required sessions per week.
3. Excused absences must be made up no later than finals week. No exceptions.
4. Any issues with the accuracy of the “Accountability Spreadsheet” must be cleared up with the MAO through the chain of command.

NOTE: Excusal requests for LLAB/PT are separate from excusal requests for Air Force Aerospace Studies (AS) courses. AS excusal requests must be processed through your AS instructor.

- b. **Medical Issues:** Students must complete all the necessary medical clearance paperwork prior to any PT participation. For contracted cadets, to include all ICL/SCL/ECL members and IMT/FTP members on scholarship, you must have a certified DODMERB Physical. For non-contracted cadets, to include non-scholarship IMT/FTP members, you must have an AFROTC Form 28, *Pre-Participatory Sports Physical* signed by a physician and on file with the Detachment. If you do not have the correct paperwork on file, or if your DODMERB physical is in “remedial” status, you will still be required to attend LLAB and PT, but you will not be allowed to participate. If you sustain an injury or experience a change in your medical

status, you must notify the Detachment within 72 hours. You will not participate in PT until properly cleared by a doctor. Regardless of medical status, the LLAB and PT attendance policy as detailed above are ALWAYS in effect and must be adhered to earn a passing grade. Cadets who do not have an AF Form 28 or DoDMERB Physical current on file complete by **2 Sep 25**, must meet with the Detachment Commander if they want to continue in the program. Cadets who do not have either by **9 Sep 25**, without evidence of a scheduled doctor's appointment, will be dropped.

- c. **Make-Up Policy:** Students may complete tasks to make-up absences from LLAB and PT only for excused absences and with direct approval from the WG/MAO, WG/CV, or OFC. Due to the nature of LLAB it is very difficult to make-up missed class time, so make every effort to attend. Make-up LLAB sessions must be coordinated directly with the WG/MAO. Excused PT sessions may be made up (only with authorization from the WG/MAO) by attending more than the two (but not to exceed three) required sessions per week.
9. **Dress, Appearance, and Military Courtesies:** You must adhere to dress, appearance, and military courtesies at all times. This includes uniform wear, personal grooming standards, and customs and courtesies. Violations of these standards will result in counseling with the OFC and a Form 16 Counseling Record that will become part of your permanent cadet records.
- a. **Uniform Wear:** You will wear the uniform of the day (UOD) during PT and LLAB, as directed by the OPORD on Tuesdays and Thursdays. Your uniform should be clean and in good condition (serviceable). If you do not have all uniform items, the dress code will be (1) first, Det 165 t-shirt with conservative khaki pants and conservative closed-toed shoes (2) second (ONLY if you do not have the Det 165 t-shirt) business casual, unless otherwise directed (hair and grooming standards still apply). For example, shirts should be well-fitted, pants should be worn at the natural waist (not baggy or too tight), and if business casual then cadets should be in collared shirts. Do not wear sandals or high heels.
 - b. **Grooming Standards:** Grooming standards will always be adhered to at the Detachment, whether in uniform or not. See the Warrior Knowledge Handbook or Cadet Guide for grooming standards and reference DAFI 36-2903 and the AFROTC supplement, *Dress and Personal Appearance of Air Force Personnel* for detailed uniform and appearance regulations.
 - c. **Customs and Courtesies:** The appropriate customs and courtesies and good manners will always be used at the Detachment, not just during LLAB and PT. You must always correctly report to all staff members if you need to see them for any reason. See the Warrior Handbook or Cadet Guide for further details on customs and courtesies, saluting and reporting in. Eating/drinking and the use of mobile devices will be at the discretion of the OFC.
10. **Withdrawals:** If you decide to withdraw from this class past the ADD/DROP date, **YOU MUST COMPLETE THE APPROPRIATE WITHDRAWAL PROCEDURES, as prescribed by the Georgia Tech Registrar and/or Cross-Registration Office.** If you are a cross-town cadet, you must withdraw under Georgia Tech's procedures and then complete the withdrawal as prescribed by your home institution. Like all classes, failure to drop the course means we must assign you a final grade based upon the criteria established. Additionally, **you must turn in all returnable uniform items, if issued any.** If you intend to drop LLAB, please notify the OFC and/or your primary AS Instructor. *The last day to withdraw from individual courses with "W" grades or to withdraw from school with "W" grades in all courses is 25 Oct 2025.*
11. **Accommodations for Students with Disabilities:** If you are a student with learning needs that require special accommodation, contact the Office of Disability Services at (404) 894-2563 or <http://disabilityservices.gatech.edu/>, as soon as possible, to make an appointment to discuss your special needs and to obtain an accommodations letter. Please also e-mail me as soon as possible to set up a time to discuss your learning needs.

12. You must read AND understand the attached Academic Freedom/Integrity Policy and Honor Code attached to this syllabus. Integrity violations (including but not limited to plagiarism, academic cheating, lying, stealing, etc.) are a very serious offense. Perpetrators will immediately be removed from training and investigated for disenrollment or released from AFROTC.
13. All cadets, in order to continue successfully in the program, must receive a grade of “C-“or better in AS classes and LLAB. Since LLAB is a Pass/Fail Course at Detachment 165, cadets must receive a passing grade in LLAB to successfully continue in the program. Additionally, cadets must be enrolled as a full-time student every semester except the semester they commission/graduate.

QUINTIN L. ECHOLS, Capt, USAF
Operations Flight Commander

3 Attachments:

1. Academic Freedom/Integrity Policy and Honor Code
2. Fall 2025 Schedule
3. LLAB Objectives

Attachment 1: Academic Freedom/Integrity Policy and Honor Code

Academic Integrity/Academic Freedom: Academic integrity and freedom are essential to fostering a productive learning environment and ensure the highest standards are maintained throughout this course.

a. Academic Integrity: Uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity. All students and permanent-party personnel must adhere to the highest standards of academic integrity. They are prohibited from engaging in plagiarism, cheating, misrepresentation, unprofessional relationships, or any other act constituting a lack of academic integrity. Failure on the part of any individual to practice academic integrity reflects discredit both on the Air Force and on the individual and is not condoned by Air University/Holm Center/AFROTC. All individuals who violate this instruction are subject to adverse administrative action including disenrollment and expulsion from school, disciplinary action, and discharge from the service. U.S. military members may be prosecuted under the UCMJ. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws. AFROTC cadets are held to the same academic integrity standards as other Air University students; however, they are not usually subject to punishment under the UCMJ. If the unit commander determines that a violation of academic integrity standards took place, he will take appropriate action under AFROTC policy guidance, up to and including elimination of non-contract cadets, initiation of disenrollment investigations for contract cadets, and UCMJ action for cadets subject to the UCMJ. (Reference AUI 36-2602)

b. Academic Freedom Policy: The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staff are encouraged to speak and write freely. Even in this academic setting, however, the importance of Air University/Holm Center/AFROTC's military mission requires limits on some types of expression. The following restrictions apply IAW Articles 88 and 89 of the UCMJ (for those to whom the UCMJ applies) and local restrictions/requests for those who are not subject to the UCMJ: Commissioned officers, officer trainees, and cadets may not use contemptuous words toward the President, Vice President, Congress, the Secretary of the Air Force, and others. In addition, military members may not make disrespectful remarks about superior commissioned officers. Faculty, students, and staff members should make every effort to indicate clearly that the opinions they express are personal to the member, and do not represent official views of their organization, the U.S. government, and all units in between. (Reference AUI 36-2602)

c. Honor Code/Challenge: **I expect all students to do their own work unless assigned to a team project. The Georgia Tech honor challenge and the cadet honor code apply to each student.**

CADET HONOR CODE

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

GEORGIA TECH HONOR CHALLENGE

I commit to uphold the ideals of honor and integrity by refusing to betray the trust bestowed upon me as a member of the Georgia Tech community!

Attachment 2: Fall 2025 Schedule

Date	Summary	POCIC	LLAB	AS Class	Events/ODTs	WKB	PT
19 Aug	AFROTC Intro Briefings	TBD (4)				4.1, 4.5, 4.6, 4.7, 4.8, 6.1, 11.8, 11.9	
21 Aug	Drill		4.2, 7.1 - 7.10	11.5, 11.6	Flag Duty		PFD
26 Aug		TBD (4)	CMSSF Hour			1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 3.3	
28 Aug							
2 Sep		TBD (4)	7.1 - 7.10		COM 11.7, Flag Duty		
4 Sep							
9 Sep		TBD (4)	4.9, 4.10		Flag Duty	5.1, 5.2	
11 Sep	Icarus		9.3			9.1, 9.2	9/11 Stair Climb
16 Sep		TBD	8.5, 8.6, 8.9			8.5, 8.9	
18 Sep	Academics		10.3, 10.4, 10.5		AF Birthday	10.1, 10.2	
23 Sep		TBD			MilBall 4.4		
25 Sep							
30 Sep	GLPs	TBD	8.1, 8.2, 8.3, 8.4, 8.7, 8.8				
2 Oct						COM 11.7	
7 Oct						GT FALL BREAK	
9 Oct		TBD	8.1, 8.2, 8.3, 8.4, 8.7, 8.8		Red Top		
14 Oct	GLPs	TBD	8.1, 8.2, 8.3, 8.4, 8.7, 8.8				
16 Oct							
21 Oct			TBD				
23 Oct				4.3, 11.4	DV Panel		
28 Oct	GLPs	TBD	8.1, 8.2, 8.3, 8.4, 8.7, 8.8		Alumni Tailgate		QRF
30 Oct						Haunted House	
4 Nov		TBD			COM 11.7		
6 Nov							
11 Nov		TBD					
13 Nov							
18 Nov		TBD			Career Day		
20 Nov					Thanksgiving Potluck		
25 Nov		TBD					
27 Nov					Thanksgiving Break		
2 Dec		TBD			COM 11.7/Last Day of Class		
12 Dec		TBD			Commissioning		

Attachment 3: LLAB Objectives

AFROTCI 36-2011 Volume 1 Objective Table	
SOB 1.1	Identify Department of Air Force (DAF) enlisted grade structure by insignia and name.
SOB 1.2	Identify Department of Air Force & Joint officer grade structure by insignia and name.
SOB 1.3	Identify AFROTC grade structure.
SOB 2.1	List the current Department of Air Force and AFROTC chain of command.
SOB 2.2	Summarize the chain of command from the President of the United States to you as a cadet.
SOB 3.1	Define each element of the AFROTC Cadet Honor Code.
SOB 3.2	Recall procedures for reporting a suspected Cadet Honor Code violation.
SOB 3.3	Describe common misconceptions and improper applications of the Cadet Honor Code.
SOB 4.1	Recall proper DAF customs and courtesies expected of cadets to peers, superiors, and subordinates
SOB 4.2	Practice proper forms of saluting and recognize who and when to salute
SOB 4.3	Practice reporting in/reporting out procedures.
SOB 4.4	Utilize the proper courtesies displayed during informal and formal activities
SOB 4.5	Recall procedures for proper display of the flag
SOB 4.6	Describe proper customs and courtesies for outdoor ceremonies
SOB 4.7	Describe proper customs and courtesies for indoor ceremonies
SOB 4.8	Paraphrase proper procedures for folding the flag
SOB 4.9	Demonstrate proper procedures for retreat
SOB 4.10	Demonstrate proper procedures for reveille
SOB 5.1	Describe Dining-In and Dining-Out procedures and protocol
SOB 5.2	Describe official ceremonies protocol and procedures (award ceremony, change of command, etc.)
SOB 6.1	List when it is inappropriate to wear your uniform
SOB 6.2	Demonstrate proper AF grooming standards
SOB 6.3	Demonstrate proper AFROTC and AF dress and appearance standards
SOB 7.1	Demonstrate drill fundamentals
SOB 7.2	Demonstrate individual drill instruction
SOB 7.3	Demonstrate basic drill of the flight
SOB 7.4	Demonstrate intermediate drill of the flight
SOB 7.5	Demonstrate advanced drill of the flight
SOB 7.6	Demonstrate proper guidon positioning, commands, and movements
SOB 7.7	Demonstrate detail marching
SOB 7.8	Demonstrate squadron marching
SOB 7.9	Demonstrate Open Ranks Inspection
SOB 7.10	Demonstrate proper road guard procedures
SOB 8.1	Demonstrate effective followership
SOB 8.2	Demonstrate effective team leadership
SOB 8.3	Demonstrate effective group leadership as POC-In-Charge
SOB 8.4	Demonstrate the principles of an effective debrief
SOB 8.5	Recall the Airman's Foundational Competencies
SOB 8.6	Employ risk management principles and execute operations safely
SOB 8.7	Understand how mission planning impacts performance in problem solving and completing a mission
SOB 8.8	Demonstrate the essentials of effective mission debrief
SOB 8.9	Practice Leadership Evaluation Using the Form 2
SOB 9.1	Recall DAF contributions to the joint fight
SOB 9.2	Summarize DAF warfighting assets
SOB 9.3	Practice the application of DAF assets to the joint fight through a wargaming scenario or discussion
SOB 9.4	Utilize the 7 basic responses to use with FT staff
SOB 9.5	Demonstrate dorm maintenance per FTM
SOB 9.6	Demonstrate DFAC procedures per FTM
SOB 9.7	Practice the required pre-deployment equipment items for Field Training (i.e. "bag drag")

SOB 9.8	Describe the FT Manual information and the importance of learning its material
SOB 10.1	Differentiate the different types of orders and their uses
SOB 10.2	Discuss the considerations for operating in secured and/or hostile environments
SOB 10.3	Utilize basic Tactics, Techniques, and Procedures to respond to attacks or threats.
SOB 10.4	Respond to UXOs and IEDs
SOB 10.5	Respond to identified Insider Threat/Active Shooter scenarios
SOB 11.1	Carry Out the cadet mentoring program
SOB 11.2	Practice leadership/management skills in supervising the cadet corps
SOB 11.3	Practice proper feedback and performance evaluation skills
SOB 11.4	Utilize the ACA during feedbacks
SOB 11.5	Utilize writing/evaluating narrative statements
SOB 11.6	Practice elements of OPBs/EPBs
SOB 11.7	Practice Awards & Decorations
SOB 11.8	Describe the appropriate usage of the indorsement format of the official memorandum
SOB 11.9	Describe the administrative requirement for E-publishing usage to locate pubs and forms

*These objectives are for the ENTIRE Academic year. The objectives not met during the FALL 2025 OPLAN will be accomplished in the SPRING 2026 OPLAN.