DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)
AIR FORCE RESERVE OFFICERS' TRAINING CORPS, DETACHMENT 165
GEORGIA INSTITUTE OF TECHNOLOGY

30 October 2026

MEMORANDUM FOR SPRING 2027 AS 300 STUDENTS

FROM: AFROTC Det 165/AS 300 Instructor

SUBJECT: AS 3320 "Leading People and Effective Communication" Course Syllabus, 2026-2027 Edition

1. Instructor: Capt Jordan Heard, USSF
Office: 404-894-8346
Email: jheard33@gatech.edu
Office Hours: By appointment only

2. Textbooks: All materials are online at: www.holmcenter.com & Canvas

3. Class Schedule: Tuesdays and Thursdays, 1000–1115

4. Course Description: This course is designed to build on the leadership fundamentals taught in the AS200 course. The second semester of AS300 is centered on leadership and ethics and is mostly guided discussion. Topics include the enlisted and total force, organizational climate, mentoring and coaching, critical thinking, managing competing priorities, conflict and change management, and organizational leadership theory. Students will continue to hone their writing and briefing skills through an advocacy briefing and position paper. For AFROTC cadets, Leadership Laboratory (AS 1000) is MANDATORY and complements this course by providing cadets with advanced leadership experiences, giving students the opportunity to apply the leadership and communication principles of this course.

5. Course Goals: The goal of this course is to get you thinking about leadership through your own lens and to give you tools to improve your leadership skills as you take on larger roles in the Cadet Wing. Secondly, students will hone their persuasive writing and briefing skills. This course also emphasizes USAF and USSF Core Values and leadership throughout, laying a foundation that will continue into AS400.

6. Class Preparation: I expect everyone to be prepared for each class. This includes reading assigned material, being prepared to answer instructor questions, and participating in class discussions. Since a portion of your grade (10%) is based upon attendance and classroom participation, it's in your best interest to be prepared. All materials are available FREE of charge through Wings, and I will upload required materials to the class Canvas/Teams page. This class does not require the purchasing of commercial articles or books.

7. Attendance Policy: ATTENDANCE COUNTS. Roll will be taken. All cadets must be a full-time student every semester except the semester you are commissioning/graduating. Unexcused absences or tardiness will result in points deducted from the attendance/participation portion of your grade. Excused absence is determined as a family emergency or illness which must be diagnosed by a doctor. To request your absence be excused, I require a memorandum requesting excusal with justification for your absence within three calendar days of the absence. Your memorandum must also include your plan to make up any missed coursework. AFROTC requires you to attend a minimum of 80% of all classes to be eligible for a passing grade, so if you miss more than 20% (6) of the 29 scheduled class days you automatically fail the course. The Class Leader will ensure everyone in attendance signs in on the roster and ensures that the attendance roster is turned in to me at the end of each class day. You are responsible for all material presented in the classes you miss. Cross-town schools may have different academic calendars than

Georgia Tech. Do not assume your school has the same academic calendar as Georgia Tech's. You must coordinate with me on potential absences due to your institution's academic calendar before class starts.

8. Course Evaluation:

Item	Points	GRADE SCALE (%)	
Attendance/Participation	100	A = 90 – 100	
Advocacy Briefing	200	B = 80 – 89	
Advocacy Position Paper	200	C* = 70 – 79	
Officer Performance Brief	100	D = 60 – 69	
Leadership Journal	100	F < 60	
Final Exam	300		
Total	**1000**		

*Note for AFROTC Cadets: AFROTC Academic Retention Standards (ref AFROTCI 36-2011) require that AFROTC Cadets must earn a "C" or better in all AS classes and LLAB. Failure to achieve a grade of "C" or better in this course will result in administrative action, to include disenrollment (contracted cadets) from the AFROTC program.

9. Assignments: All assignments must be submitted on the same day that they are due. Items turned in late will be assessed with a one letter grade penalty or 10% deduction (e.g. a "B" paper would get "C" if late). If an assignment exceeds three days past due, it will result in an automatic zero.

a. Participation: I will award these points based on my evaluation of your performance in class and attendance. This will include any quizzes or other assignments that I elect to assign, your participation in class, military professionalism, bearing, attendance and punctuality. Additionally, you will be given the opportunity to perform impromptu briefings throughout the duration of the semester.

b. Advocacy Briefing: Students will deliver a 5-9-minute prepared briefing in accordance with DAFH 33-337, The Tongue and Quill, advocating a position on a current military issue to persuade, convince, or motivate the audience. See Attachment 2.

c. Advocacy Position Paper: Students will write a 2-page position paper that mirrors the content of their advocacy briefing IAW The Tongue and Quill. References are required. See Attachment 3.

d. Officer Performance Brief: Students will complete an AF Form 715, Officer Performance Brief, based on their experience and responsibilities in the Cadet Wing, applying the performance statement skills taught in the fall semester. See Attachment 4.

e. Leadership Journal: Students will submit journal entries effectively expressing their experiences, thoughts, and feelings related to AFROTC training. See Attachment 5.

10. Final Exam: A final comprehensive exam covering lessons discussed during this semester will be administered online and will be open for one week (see Attachment 1). Once the exam window closes, students who have not taken the exam will receive an automatic zero. No make-up exams will be allowed.

11. Academic Integrity, Academic Freedom, USAF/USSF Core Values and Honor Codes:
Plagiarism, cheating and other misconduct will not be tolerated and may lead to dismissal from AFROTC. ChatGPT, LLMs, and other AI models are allowed to be used to organize ideas, enhance writing, clarify content, or research information; however, if the instructor has any reason to believe that the student is submitting AI-generated content as their own work, it will be subject to review and possible rejection.

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. AFROTC cadets are held to the same academic integrity standards as other Air University students; however, they are not subject to punishment under the Uniform Code of Military Justice (UCMJ). If I determine that a violation of academic integrity standards took place, I will take appropriate action under AFROTC policy guidance, up to and including elimination of non-contract cadets, initiation of disenrollment investigations for contract cadets (Reference AUI 36-2602).

ACADEMIC FREEDOM POLICY

The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty and students 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 disrespectful 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 Georgia Tech University, the U.S. government, and all units in between (Reference AUI 36-2602).

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.

CADET HONOR CODE

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

AIR FORCE CORE VALUES

Air Force Core Values: Integrity First, Service Before Self and Excellence In All We Do.

SPACE FORCE CORE VALUES

Space Force Core Values: Character, Connection, Commitment and Courage.

12. Classroom Conduct: A class leader will be appointed on the first day of class. Each class, a different pair of cadets will open and close the class following the opening and closing procedures. Cadets are required to wear the uniform of the day (UOD) according to the Operation Order. Be in your seat and ready to learn by the time class is scheduled to start. The class leader will take attendance before the start of each class.

Opening Procedures: Cadets will determine how to standardize their belongings. The class will open and close with students' belongings in the determined standardized configuration as determined by the class leader or their designated standardization officer. Opening Cadet will stand by the door and call the room to attention upon instructor breaking the plane of the door. Opening cadet will stand at the front-center of the class, facing the students. Instructor will then approach the opening cadet to get accountability. Opening cadet will render a salute and state: “Rank and name of instructor (or Sir/Ma’am), class is ready for instruction.” Followed by: “# of cadets present (or accounted for)” and “# cadets not accounted for.” Instructor will return salute and tell class to take their seats. Cadets will sit at ATTENTION until placed AT EASE.

Closing Procedures: Instructor will notify closing cadet to prepare the class for dismissal (cadets will not start standardizing until instructed to do so by closing cadet). Closing cadet will march to the front-center of the class, face the students at ATTENTION, and state "Class prepare for dismissal." The class will then standardize their belongings and stand at PARADE REST once ready. Closing cadet will call the room to attention, face the Instructor, render a salute and state: "Sir/Ma'am, the class is ready for dismissal." Instructor will return salute, exit the room, and typically state to carry-on (if not, carry on once Instructor has left the room).

If you are tardy, join the class and see me after to discuss. I expect you to learn and display proper, professional conduct. We practice the Air Force Training Manual's mutual respect model in our classrooms. We will not tolerate racial, sexual, or ethnic slurs or any unprofessional behavior. Eating and drinking are allowed during class provided it is not a distraction and you clean up after yourself. Look before you leave! Pick up any trash and straighten the desks before leaving. The opening/closing cadets will be responsible for ensuring the trash is taken out and the room is clean and orderly, as well as other duties specified by me.

a. Customs & Courtesies: Customs and courtesies are integral to every successful officer and leader. Professional conduct should already be your habit. Correct and provide constructive feedback to your peers when customs and courtesies are deficient.

b. Dress & Appearance: Cadets are required to wear UOD and abide by cadet and military dress and appearance standards as outlined in DAFI 36-2903.

c. Timeliness: Be settled and ready to start class no later than (NLT) the scheduled start time. This applies to PT, LLAB, and any other AFROTC scheduled activity or event. For class, tardiness will result in deduction of points from the Participation portion of your grade.

d. Use of Mobile Devices, Laptops, etc. During Class: As research on learning shows, unexpected noises and movement automatically divert and capture people's attention, which means you are affecting everyone's learning experience if your cell phone, pager, laptop, etc. makes noise or is visually distracting during class. That said, many students find it useful to have a mobile device on hand to access course materials. With this in mind, I allow you to take notes on your laptop, but request that you turn the sound off so that you do not disrupt other students' learning. In addition, if you are doing anything other than taking notes or looking at course materials on your laptop, you will be asked to close your device for the remainder of the class period.

13. Withdrawals: If you decide to withdraw from this class past the drop date, YOU MUST COMPLETE THE WITHDRAWAL FORM from the Georgia Tech registrar, even if you are a crosstown cadet and your school has their own drop form. Like all classes, failure to drop the course means we must assign you a final grade based upon the criteria established. In addition, I will not sign your withdrawal slip until you turn in your uniforms. The GA Tech withdrawal deadline for Spring 2027 is Wednesday, 17 March 2027.

14. Make-Up Policy: Students may complete work missed and receive partial credit if assignments are turned in within (3) days of the assignment due date. Items turned in late will be assessed a one letter grade penalty or 10% deduction (e.g. a "B" paper would get "C" if late). If briefings or papers require a redo, the highest grade possible is a "B." If a deadline is missed due to an emergency or hardship I will determine if a penalty is levied. This policy does NOT apply to the final exam (see paragraph 10).

15. Course Schedule and Outline: An abbreviated class schedule is attached (see Attachment 1). There may be room in the schedule for "no class days." Therefore, the schedule is tentative and subject to change. The class leader will inform the class of any changes.

16. 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 in order to set up a time to discuss your learning needs.

17. Miscellaneous: I want this class to be interactive and engaging in order to foster a successful learning environment. I expect you to share ideas freely and ask questions. This is an opportunity for continued growth and development as a future leader. I look forward to increasing your knowledge of the Air Force/Space Force and watching you succeed. Finally, I do reserve the right to change the schedule based on competing priorities or the ability to cover the material.

HEARD.JORDAN.A.1108637753 Digitally signed by HEARD.JORDAN.A.1108637753 Date: 2026.10.30 10:56:53 -04'00'

Capt Jordan Heard, USSF
Assistant Professor of Aerospace Studies
Instructor, Detachment 165

Attachments:
1. Course Schedule – Spring 2027
2. Advocacy Briefing
3. Advocacy Position Paper
4. Officer Performance Brief
5. Leadership Journal

ATTACHMENT 1

COURSE SCHEDULE – SPRING 2027 (Tentative)

Class meets Tuesdays and Thursdays, 1000–1115. First day of classes: Monday, 11 Jan 2027 (GT Institute calendar). Schedule is tentative and subject to change; the class leader will inform the class of any changes.

Date	Lesson #	Title	Notes
12 Jan	20	AS300 Course Overview / Welcome / Syllabus	Assigned: Leadership Journal
14 Jan	21	Advocacy Briefing Requirements	Assigned: Advocacy Briefing & Position Paper
18 Jan	—	MLK Jr. Day – Institute Holiday	(Not a class day)
19 Jan	23	The Enlisted Force	
21 Jan	24	The Total Force	
26 Jan	25	Organizational Climate	
28 Jan	25	Organizational Climate (cont.)	
2 Feb	22	Ethical Decision-Making: Bullying	
4 Feb	26	Professional and Unprofessional Relationships	Due: Advocacy topic
9 Feb	27	Mentoring and Coaching	
11 Feb	28	Critical Thinking II	
16 Feb	28	Critical Thinking II (cont.)	
18 Feb	29	Leadership Series: Communication	
23 Feb	29	Leadership Series: Communication (cont.)	
25 Feb	30	Managing Competing Priorities	
2 Mar	31	Ethical Decision-Making: Competing Priorities	
4 Mar	32	Conflict Management	Due: Advocacy Position Paper
8–12 Mar	—	Spring Break – No Class	
16 Mar	32	Conflict Management (cont.)	
17 Mar	—	GT Withdrawal Deadline	(Not a class day)
18 Mar	33	Change Management	
23 Mar	34	Theory and Innovation	Assigned: Officer Performance Brief
25 Mar	34	Theory and Innovation (cont.)	
30 Mar	35	Organizational Leadership Theory	
1 Apr	35	Organizational Leadership Theory (cont.)	
6 Apr	36	Leader of Character Reflection	
8 Apr	36	Leader of Character Reflection (cont.)	Due: Officer Performance Brief
13 Apr	37	DAF Heritage Series	

Date	Lesson #	Title	Notes
15 Apr	CS2	Advocacy Briefings	
20 Apr	CS2	Advocacy Briefings	
22 Apr	CS2	Advocacy Briefings	
27 Apr	CS2	Advocacy Briefings / Final Class Day	Final Exam window opens (through 4 May)

ATTACHMENT 2

Communication Studies Activity: AS300 Advocacy Briefing

Communication Studies Activity Type: Oral – Prepared Briefing

Time Required: 5-9 Minutes

Prerequisite Lessons: Advocacy Briefing Requirements

Interrelated Lessons: None

Visual Aids: Required – PowerPoint slides. At a minimum, three (3) slides are required: one (1) slide for the overview, one (1) slide for each main point, and one (1) slide for the summary. Depending on the topic, an effective presentation may require more.

Activity Statement: Students will deliver a 5-9-minute prepared briefing in accordance with DAFH 33-337, The Tongue and Quill, to advocate a position or topic and to persuade, convince, or motivate the audience. This briefing will be given on a current military issue. The briefing should attempt to alter the opinion of the audience on the position advocated or convince the audience that a particular position is the best position.

CADET ACTIVITY

NO TOPIC WILL BE THE SAME. Topics are approved first come, first served; submit your topic by the due date in Attachment 1. Example topics include:

• Is the United States prepared to remain the dominant Air Force and Space Force in the future?

• What is a good solution for reducing Department of the Air Force (DAF) costs during the current fiscal constraints?

• Does the sale of foreign arms support US foreign policy?

• Does the Total Force concept work?

• Should men and women meet the same physical standards in the military?

• Does the DAF do enough to combat suicides?

• Do the Air Force's and Space Force's current physical fitness programs produce adequately fit Airmen and Guardians?

• What can the military do to eradicate the stigma associated with seeking help for mental health issues (for example, Post Traumatic Stress Disorder (PTSD))?

• Does the DAF do enough to keep the best officers in the Air and Space Forces?

• What should the future of military retirement benefits be in our fiscally constrained environment?

GRADING CRITERIA

This assignment is worth 200 points. Below is a breakdown:

Content	50
Delivery	50
Organization	50
Time (5-9 minutes)	50
Total	**200**

ATTACHMENT 3

Communication Studies Activity: AS300 Advocacy Position Paper

Communication Studies Activity Type: Writing – Position Paper

Time Required: Assign as Homework

Paper Length: 2 Pages

Prerequisite Lessons: Advocacy Briefing Requirements

Interrelated Lessons: Advocacy Briefing

Visual Aids: None

Activity Statement: Students will reference DAFH 33-337, The Tongue and Quill, to write a 2-page position paper that mirrors the content of their advocacy briefing. The intent of the position paper is to present a clear statement of the issue and the position being advocated.

CADET ACTIVITY

Students will write a 2-page position paper on the same topic as their advocacy briefing. References are required.

GRADING CRITERIA

This assignment is worth 200 points. Below is a breakdown:

Word count/Format/Grammar	100
Content	100
Total	**200**

ATTACHMENT 4

Communication Studies Activity: AS300 Officer Performance Brief (OPB)

Communication Studies Activity Type: Writing – AF Form 715, Officer Performance Brief

Time Required: Assign as Homework

Prerequisite Lessons: Performance Statement; Performance Statement Practicum (Fall)

Interrelated Lessons: None

Visual Aids: None

Activity Statement: Students will fill out an AF Form 715 based on their experience and responsibilities in the Cadet Wing. Highlight your leadership, teamwork, and contributions to the unit.

GRADING CRITERIA

This assignment is worth 100 points. Grades will be formulated using the rubric below:

Criteria	Excellent (90-100%)	Good (80-89%)	Satisfactory (70-79%)	Needs Improvement (Below 70%)
Completion of the Form	Form 715 is completed thoroughly with all sections correctly filled out.	Form 715 is mostly complete, with minor missing or inaccurate information.	Form 715 is incomplete or contains several inaccuracies.	Form 715 is incomplete and contains multiple errors or missing sections.
Performance Statements	Well-written, clear, and detailed, with specific examples of performance and impact.	Clear, but lacks some detail or specific examples of performance.	Somewhat vague, lacking clear connection to contributions.	Unclear, incomplete, or irrelevant to performance.
Use of Language and Grammar	Proper military terminology used; grammar, spelling, and punctuation are flawless.	Minor issues with grammar, spelling, or military terminology.	Several grammar or spelling mistakes; use of military terminology is inconsistent.	Grammar and spelling errors significantly detract from professionalism.
Professionalism and Formatting	Form is neatly formatted and follows DAF guidelines.	Form is mostly formatted well with few inconsistencies.	Form has noticeable formatting errors or inconsistent sections.	Form is poorly formatted or difficult to read.

ATTACHMENT 5

Communication Studies Activity: AS300 Leadership Journaling

Communication Studies Activity Type: Writing – Notes

Time Required: Assign as Homework

Paper Length: 250 words (x10)

Prerequisite Lessons: None

Interrelated Lessons: None

Visual Aids: Optional

Activity Statement: Write at least 10 weekly journal entries throughout the semester about experiences in AFROTC.

CADET ACTIVITY

Students will write a minimum 250-word journal entry documenting 10 class weeks which should clarify and effectively express their experiences, thoughts, and feelings related to AFROTC training. Some common topics to write about are as follows:

Challenges in training – Areas for improvement

Frustrations – Positive/negative reactions to certain experiences

Lessons learned at a personal/team level

Academic/fitness/leadership goals

Highlights/shoutouts to other cadets

Personal/team successes

Positive/negative instructor feedback

GRADING CRITERIA

This assignment is worth 100 points. Below is a breakdown:

Each entry over 250 words	10 (x10)
Total	**100**