DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)

30 Oct 2026

MEMORANDUM FOR AS 2220 STUDENTS

FROM: AFROTC Detachment 165/Assistant Professor of Aerospace Studies

SUBJECT: AS 2220 "Air and Space Power Fundamentals II" Course Syllabus, Spring 2027

1. **Instructor:** Capt Donnell Brown
Office: (404) 894-8349
Email: dbrown454@gatech.edu
Office Hours: By appointment

2. **Textbooks:** All materials are online on Canvas and at www.holmcenter.com
- Holm Center AS200 Student Reader (provided digitally/required)
- DAFH 33-337, *The Tongue and Quill* (provided digitally/required)

3. **Class Schedule:** Tuesdays, 1000–1100. The semester runs 11 Jan – 26 Apr 27; there is no class during spring break (8–12 Mar 27). See Attachment 1.

4. **Course Description:** Aerospace Studies 2220 continues the AS200 study of team and leadership fundamentals, shifting the focus from developing yourself to helping others become their best selves. This semester covers how leaders solve problems and think critically, take ownership, and manage stress and build resilience in themselves and their teams. It then introduces the warfighting context you will lead in: lethality, Agile Combat Employment, and space operations, followed by personal financial readiness. Students will demonstrate verbal and written communication skills through briefings and papers, and will carry these lessons into Field Training, which follows AS200.

5. **Course Goals:** By the end of the semester, you should be able to:
- Apply structured problem-solving and critical-thinking methods to leadership problems
- Explain what extreme ownership looks like for a cadet and a junior officer
- Use stress-management and resiliency tools for yourself and your teammates
- Describe how the DAF generates lethality, employs forces under ACE, and operates in space
- Build a basic personal financial readiness plan
- Set and communicate specific, measurable goals for Field Training

6. **Class Preparation:** Come to every class prepared. That means completing the assigned reading, being ready to answer questions, and contributing to discussion. Ten percent of your grade is attendance and classroom participation, so preparation pays.

7. **Attendance Policy:** ATTENDANCE COUNTS toward your grade. Roll call is taken each class, and unexcused absences or tardiness reduce your Participation grade. All absences are unexcused unless the instructor determines otherwise. Every absence requires an Official Memorandum (OM) IAW *The Tongue and Quill* justifying the absence, submitted before the missed class or NLT the start of the next class. AFROTCI 36-2011, *Cadet Operations*, requires you to attend at least 80 percent of AS200 classes to be eligible for a passing grade. This semester has 14 class meetings, so **missing more than 3 classes (attending fewer than 11) results in automatic failure of the course.** Cross-town schools may have a different academic calendar than Georgia Tech; coordinate with me in advance on absences caused by your institution's calendar, and those absences will be excused. The class leader is responsible for the attendance roster. You are responsible for all material presented in class, even when absent. Conflict cadets must coordinate with me to make up all missed objectives, or the misses count as unexcused absences.

8. **Course Evaluation:**

Item	Weight
Final Exam	25%
Official Memorandum	15%
Talking Paper	15%
Group Briefing	20%
Journal Entries	15%
Participation	10%

Grade	Percent
A	90–100
B	80–89
C*	70–79
D	60–69
F	Below 60

* AFROTC cadets: Academic retention standards (AFROTCI 36-2011) require a grade of "C" or better in AS classes and LLAB. A grade below "C" in this course will result in removal from the AFROTC program. AFROTC cadets must also be full-time students (minimum 12 credit hours) every semester except the semester they commission or graduate. Report any change to full-time status to your primary instructor immediately.

9. **Evaluation:** Unless stated otherwise, all assignments are due on the date and time listed. Late items lose one letter grade (10%), and items more than three days late receive a 0% (see paragraph 13). Missed journal entries can be made up before the end of the semester for half credit.

a. **Participation:** My evaluation of your in-class performance and attendance, including any quizzes or short assignments I elect to give, participation in discussion, military professionalism, bearing, attendance, and punctuality.

b. **Papers:** One Official Memorandum and one Talking Paper, as described in Attachment 2.

c. **Group Briefing:** Each student will deliver one briefing as part of an assigned group, as described in Attachment 3. Every group member presents a portion of the briefing. The class leader will build the groups and the briefing schedule.

d. **Journal Entries:** Each student will write at least 10 journal entries during the semester documenting their AFROTC experience, as described in Attachment 4.

e. **Final Exam:** A comprehensive exam on this semester's lessons, taken in Canvas outside of class. It opens 20 Apr 27 and must be completed by **30 Apr 27 at 1700**; an exam not completed by then receives a 0%.

10. **Academic Integrity, Academic Freedom, 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 may be used to organize ideas, enhance writing, clarify content, or research information; however, if I have reason to believe a student is submitting AI-generated content as their own work, it will be subject to review and possible rejection.

a. **Academic Integrity.** Academic integrity is 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 and are prohibited from plagiarism, cheating, misrepresentation, unprofessional relationships, or any other act constituting a lack of academic integrity. Failure to practice academic integrity reflects discredit on the Air Force, the Space Force, and the individual, and is not condoned by Air University, the Holm Center, or AFROTC. Violators 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 but are not subject to the Uniform Code of Military Justice (UCMJ). If I determine that a violation took place, I will take appropriate action under AFROTC policy, up to and including elimination of non-contract cadets or initiation of disenrollment investigations for contract cadets (AUI 36-2309).

b. **Academic Freedom.** The free exchange of opinions and ideas is essential to the educational process, and faculty and students are encouraged to speak and write freely. The military mission of Air University, the Holm Center, and AFROTC still requires limits on some expression. IAW Articles 88 and 89 of the UCMJ (for those subject to it) and local guidance (for those who are not), 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, and military members may not make disrespectful remarks about superior commissioned officers. Make clear that the opinions you express are your own and do not represent the official views of the Georgia Institute of Technology, the U.S. Government, or any unit in between (AUI 36-2308).

c. **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."

d. **Cadet Honor Code.** "We will not lie, steal, or cheat, nor tolerate among us anyone who does."

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

11. **Classroom Conduct:** Conduct yourself as a professional.

a. Customs and courtesies are integral to every successful officer and leader and should already be habit. Correct and give constructive feedback to peers when customs and courtesies are deficient. You are ambassadors for the Air Force, the Space Force, and the Department of Defense.

b. Our classroom follows a mutual respect model. Slurs of any kind and other unprofessional behavior will not be tolerated.

c. Cadets wear the uniform of the day (UOD) and meet dress and appearance standards IAW DAFI 36-2903. Special students (non-cadets) wear appropriate classroom attire.

d. Be seated and ready to learn when class is scheduled to start. If you are tardy, quietly take your seat and report to me at the end of class.

e. Eating and drinking are permitted if they are not a distraction and you clean up after yourself. The class leader ensures the room is clean and orderly.

f. Mobile devices may be used if they do not distract others and they complement the topic of discussion.

g. **Opening Procedures.** Students' belongings are in the standardized configuration. A cadet stands by the door and calls the room to attention when the instructor breaks the plane of the door. The class leader stands at the front-center of the room, facing the students. The instructor approaches the opening cadet for accountability; the cadet renders a salute and states:

"Sir/Ma'am, the class is ready for instruction."
Followed by:
"All students present and accounted for"
OR
"# cadets not accounted for"
(report those cadets at the end of class)

The instructor returns the salute and tells the class to take seats. Cadets sit at attention until placed at ease.

h. **Closing Procedures.** The instructor notifies the class leader to prepare the class for dismissal; cadets do not standardize until told to by the class leader. The class leader marches to the front-center of the room, faces the students at attention, and states, "Class, prepare for dismissal." The class standardizes belongings and stands at parade rest. The closing cadet calls the room to attention, faces the instructor, renders a salute, and states: "Sir/Ma'am, the class is ready for dismissal." The instructor returns the salute and exits, typically directing the class to carry on (if not, carry on once the instructor has left).

12. **Withdrawals:** If you withdraw after the first week's drop date, YOU MUST COMPLETE THE GEORGIA TECH REGISTRAR WITHDRAWAL FORM, even if you are a cross-town cadet whose school has its own drop form. If you do not formally drop the course, you will receive a final grade based on the criteria in this syllabus.

13. **Make-Up Policy:** Missed work may be turned in for partial credit within three days of the due date. Late items lose one letter grade or 10% (e.g., a "B" paper becomes a "C"). Briefings or papers that require a redo are capped at a "B." If a deadline is missed because of an emergency or hardship, I will determine whether a penalty applies.

14. **Accommodations for Students with Disabilities:** If you have learning needs that require accommodation, contact the Office of Disability Services at (404) 894-2563 or https://disabilityservices.gatech.edu/ as soon as possible to obtain an accommodations letter. Please also email me early in the semester so we can discuss your needs.

15. **Counseling:** Before your term counseling, update your AFROTC Form 48 for the spring term and have it signed by your academic advisor. Term counseling will be completed with every cadet between February and March, **NLT 26 Mar 27**; sign up for a session through the class leader. This counseling also reviews your preparation for Field Training. If you need additional counseling or want to discuss individual concerns, we will set up a time. Special students (non-AFROTC) do not complete a Form 48 or term counseling but are welcome to schedule a meeting, and are held to the same grading and attendance standards.

16. **Miscellaneous:** I want this class to be interactive and engaging. Share ideas freely and ask questions; this is your opportunity to keep growing as a future leader. I look forward to our discussions and to watching you succeed in this program and at Field Training.

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DONNELL A. BROWN, Capt, USAF
Assistant Professor of Aerospace Studies
AFROTC Detachment 165

Attachments:
1. Course Schedule – Spring 2027
2. Writing Assignments
3. Group Briefing
4. Journal Entries

ATTACHMENT 1: COURSE SCHEDULE (Tentative) – Spring 2027

AS 2220

Date	Lesson	Title	Notes
12 Jan 27	9	AS200 Course Overview	Journals begin
19 Jan 27	10	Problem Solving	Assign Group Briefing
26 Jan 27	11	Critical Thinking 1	Briefing groups posted
2 Feb 27	12	Leadership Series: Ownership	Assign Official Memo
9 Feb 27	13	Stress Management	
16 Feb 27	14	DAF Resiliency	
23 Feb 27	15	Lethality in Warfighting	Official Memo due 1600
2 Mar 27	16	Agile Combat Employment (ACE)	
9 Mar 27	—	GA Tech Spring Break	NO CLASS
16 Mar 27	17	Space Operations	Assign Talking Paper
23 Mar 27	18	Financial Readiness	Term counseling NLT 26 Mar
30 Mar 27	CS	Group Briefings	
6 Apr 27	CS	Group Briefings	
13 Apr 27	—	Instructor Discretion	Talking Paper due 1600
20 Apr 27	—	Last Day of Class	Remaining briefings if necessary
20–30 Apr 27	—	Online Final Exam (Canvas)	Due by 30 Apr at 1700

ATTACHMENT 2: WRITING ASSIGNMENTS

AS200 Leadership Reflection Memorandum

Activity: Official Memorandum
Paper Length: 1 page
Due: 23 Feb 27 by

Activity Statement: Write a 1-page Official Memorandum IAW DAFH 33-337, *The Tongue and Quill*, reflecting on how your personal strengths and weaknesses shape your approach to leadership.

CADET ACTIVITY

Reference DAFH 33-337 to build your OM, and consider including the following:

- Review your self-assessment results from the Fall semester and relate them to concepts from one or more of this semester's lessons: Problem Solving, Critical Thinking 1, Leadership Series: Ownership, Stress Management, and DAF Resiliency.
- Consider how your strengths and weaknesses will positively or negatively influence your approach to those topics.
- Give specific examples from your self-assessment and the lessons, and explain how you will leverage your strengths and improve on potential weaknesses.

GRADING RUBRIC

Criterion	Weight
Format IAW Tongue and Quill / Grammar	50%
Content	50%

AS200 Field Training Goals Talking Paper

Activity: Talking Paper
Paper Length: 1–2 pages
Due: 13 Apr 27

Activity Statement: Write a 1–2 page reflective Talking Paper IAW DAFH 33-337 on your Field Training goals and how you intend to achieve them.

CADET ACTIVITY

Reference DAFH 33-337 to build your Talking Paper, and consider the following:

- Describe how you have personally developed through your AFROTC experience so far.
- Identify specific goals for Field Training (consider SMART criteria: Specific, Measurable, Achievable, Relevant, Time-bound).
- Explain how you will achieve each goal during Field Training.

GRADING RUBRIC

Grades will be formulated using the HC Form 9, Paper Evaluation Rubric (on Canvas).

ATTACHMENT 3: GROUP BRIEFING

AS200 Problem-Solving Group Briefing

Format: Group presentation, 4–6 cadets per group; every member presents
Briefing Length: 10–12 minutes
Assigned: 19 Jan 27; groups posted 26 Jan 27
Briefings: 30 Mar and 6 Apr 27; 20 Apr 27 as required

Activity Statement: Each group will apply the DAF 8-Step Problem-Solving Model from Lesson 10 to a real problem in the detachment, the cadet wing, or the Air Force/Space Force, then brief its recommended solution as if to the Detachment Commander.

CADET ACTIVITY

Your briefing should walk the audience through the model:

- Clarify the problem and break it down to the performance gap
- Set an improvement target
- Determine the root cause, separating facts from opinions (Critical Thinking 1)
- Develop countermeasures and an implementation plan with clear owners (Leadership Series: Ownership)
- Explain how you will confirm results and standardize what works

Requirements:

- No more than 8 slides
- Appropriate introduction, body, and closing
- Greet the instructor, guests, and students
- Every group member presents a portion of the briefing

GRADING RUBRIC

Content, Organization, and Time are group grades shared by every member; Delivery is graded for each presenter individually.

Criterion	Weight
Content (application of the 8-step model)	30%
Organization	20%
Delivery (individual)	30%
Time	20%

ATTACHMENT 4: JOURNAL ENTRIES

Activity Type: Writing – Notes
Time Required: Assign as homework
Paper Length: 250 words minimum (x10)
Due: Weekly on Canvas, by Saturday; final entries NLT 24 Apr 27

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

CADET ACTIVITY

Write a minimum 250-word journal entry for each of 10 class weeks that clearly expresses your experiences, thoughts, and feelings related to AFROTC training. Common topics include:

- Challenges in training
- Frustrations
- Lessons learned at a personal or team level
- Academic, fitness, or leadership goals
- Highlights and shoutouts to other cadets
- Areas for improvement
- Positive or negative reactions to certain experiences
- Personal or team successes
- Positive or negative instructor feedback
- Progress toward your Field Training goals

GRADING RUBRIC

Criterion	Weight
Word Count	50%
Content	50%