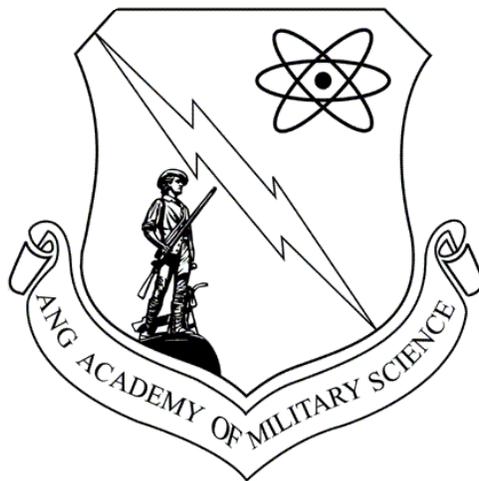


AMS



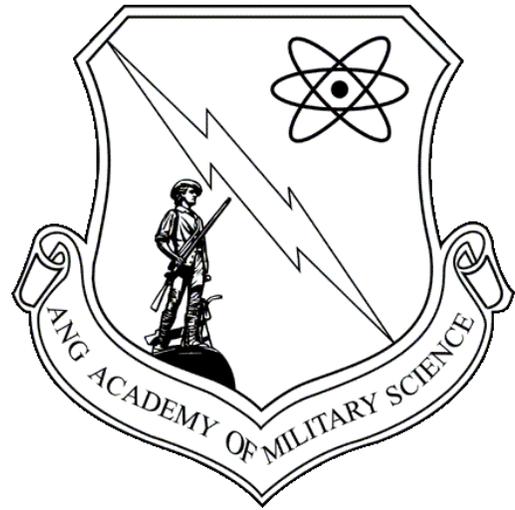
SYLLABUS

AIR NATIONAL GUARD

Pre-Commissioning Training

ACADEMY OF MILITARY SCIENCE (AMS)

March 2014



COURSE SYLLABUS

Holm Center for Officer Accessions and Citizen Development

This Academy of Military Science (AMS) syllabus outlines the training required to achieve the proficiency specified in the course training standard, AFI 36-2014 and the Air University Continuum of Education. It prescribes the course content, instructions to conduct the training, and the time necessary to successfully complete all requirements. Authority for the execution of this syllabus is delegated to the OTS/CMDT. Any training not specifically authorized in this syllabus or other USAF or Holm Center directives is prohibited without the recommendation of the Holm Center Syllabus Steering Committee (Holm Center/CV [Committee Chair], Holm Center/CR, OTS/CMDT, and AFROTC/CC) and prior approval of Holm Center/CC. Forward suggestions to the Det 12 AMS/CC who will coordinate all proposed changes with OTS/CMDT and Holm Center/CR.

This is to certify that the curricula described in this Officer Training School (OTS) Curriculum Plan fulfills the education and training requirements needed to achieve the proficiency specified in AFI 36-2014, AF Commissioning Education, the Air University Continuum of Education, CJCSI 1800.01D, Officer Professional Military Education Program (Appendix B to Enclosure E, Precommissioning and Primary Joint Professional Military Education) and other pertinent higher headquarters guidance.



CHARLES J. NATH, III
Director of Curriculum
Holm Center for Officer Accessions and Citizen Development

OFFICIAL

This Syllabus is effective with AMS class 14-04



ROBERT D. THOMAS
Brigadier General, USAF
Commander, Holm Center

Supersedes Holm Center Syllabus MMOPM-AMS-YAMS-000, Jul 13

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OPR: Lt Col Reid Rasmussen, Det 12 AMS/CC

OPDR: Det 12 AMS/DO Maxwell AFB AL 36112 (Maj David Robertson, DSN 493-8423)

Editor: Maj David Robertson; Mr. Jim Wiggins

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AY 14-15 AMS Syllabus Summary of Changes.

COMMUNICATION STUDIES

Holm Center Form 6, *Briefing Grade Sheet*: Revised.

Advocacy Briefing Requirements: Title change from Advocacy Briefing Preparation and Standards. Significant changes made to advocacy briefing requirements and standards.

Advocacy Briefing Delivery: Significant changes made to advocacy briefing requirements and standards.

Advocacy Briefing Feedback: Significant changes made to advocacy briefing requirements and standards.

Air Force Effective Writing: Reformatted student reader and handout.

Informative Briefing Requirements: Title change from Basics of Briefing Requirements. Significant changes made to standards and requirements for informative briefing.

Informative Briefing Delivery: Title change from Regional Studies Informative Briefing. Significant changes made to standards and requirements for informative briefing.

Informative Briefing Feedback: Title change from Regional Studies Informative Briefing Trainee Feedback. Significant changes made to standards and requirements for informative briefing.

WARFARE / INTERNATIONAL SECURITY STUDIES

AF Functions: Title changed from AF Core Functions. Revised to list the 12 functions. Incorporated changes to new doctrine document I information and deletion of AFDD1.

Principles of War and Tenets of Air Power: Incorporated reference changes to new doctrine document I information and deletion of AFDD1.

Making Strategy: Incorporated reference changes to new AF Doctrine1 and deletion of AFDD1.

US Policy: Incorporated reference changes to new AF Doctrine1 and deletion of AFDD1.

War and the US Military: Incorporated reference changes to new AF Doctrine1 and deletion of AFDD1

Joint Operations. Updated description of Joint Operation instead of “define Joint operations, SOB now states describe Joint Operations consistent with Joint Doctrine.

The Need for Cross-Cultural Competence. Updates with new AF culture materials.

Incorporated reference changes to new doctrine document I information and deletion of AFDD1.

Relating and Communicating Cross-Culturally Incorporated reference changes to new doctrine document I information and deletion of AFDD1.

Cultural Visual Expeditionary Skills Training. Incorporated reference changes to new doctrine document I information and deletion of AFDD1.

USCENTCOM Area of Responsibility. Updated with new regional partnership information. Also added updated information and revised format.

The Department of the Air Force. Update organizational structure, added information about ANG Wing and removed information on NAF and DRU from lesson plan although remains in reader. Added information on Air Staff positions/numbering.

Citizen Airmen: The Total Force. Revised ANG information.

USPACOM Area of Responsibility. Updated with new regional partnership information. Also added updated information and revised format.

USAFRICOM Area of Responsibility. Updated with new regional partnership information. Also added updated information and revised format.

USEUCOM Area of Responsibility. Updated with new regional partnership information. Also added updated information and revised format.

USSOUTHCOM Area of Responsibility Updated with new regional partnership information. Also added updated information and revised format.

USNORTHCOM Area of Responsibility Updated with new regional partnership information. Also added updated information and revised format.

Cyberspace. Incorporated reference changes to new doctrine document I information and deletion of AFDD1. Added new/revised student reader.

Nuclear Operations. Minor revisions to incorporate reference changes to new doctrine document I information and deletion of AFDD1.

Air and Space Power Today. *Title changed to Air Power in the 21st Century.* Revised student reader.

Air Force Employment Exercise. Numerous cosmetic updates to AFEX User's Guide, LP, and slides. Updated software that corrects a few errors from previous version.

*NEW! A set-up checklist (Appendix 4) in AFEX User's Guide.

*NEW! Three appendices in the lesson plan that cover AFEX execution debrief, and interpretation of the Victory Condition.

Tuskegee Airman Movie. Moved to Saturday before site visit. Now student led.

LEADERSHIP STUDIES

Remember the Titans: Added to OTS. Replaces *12 Angry Men*.

Air Force Smart Operations for the Twenty-First Century: Added a portion on Airmen Powered by Innovation.

Air Force Leadership: Updated to include change from AFDD 1-1 to Air Force Doctrine Volume II Leadership.

AMS Peer Performance Feedback: Updated process guidance.

Evaluation Concepts: Revised based on new AFI guidance.

Joint Ethics: Revised samples of behavior and updated information from Joint Ethics Regulation.

Leadership Authority and Responsibility: Added content on Titles 5, 10, and 32. Incorporated Air National Guard and Reserve-specific information into lesson. Updated scenarios and added Air National Guard and Reserve-specific scenarios.

Enlisted Evaluation System: Revised based on new AFI guidance.

Officer Evaluation System: Revised based on new AFI guidance.

Airman Comprehensive Assessment: New lesson that replaces **Performance Feedback**.

Personal and Group Goals: Minor grammatical updates made.

Religious Respect: Updated content to incorporate new religious respect DoDI information.

Sexual Assault Prevention and Response: Minor changes made to content. Added timing breaks for instructors.

The Honor Code: Updated and added scenarios.

Ethical Decision-Making Case Studies: New lesson added to address character, values, and decision-making.

Introduction to Leadership Theory: Updated content to reflect changes to doctrine.

PROFESSION OF ARMS

Airmanship: New lesson that challenges students to discuss their thoughts and feelings about Airmanship and what it means to be an Airman. Airmanship is explored through an in-depth discussion of the Airman's Creed and its meaning.

Air and Space Expeditionary Force: Awaiting final guidance on the upcoming AEF concept. Lesson plan and accompanying slides will be posted in early 2015 for use during the second semester.

Air Force Core Values-The Price of Admission:

Air Force Dress and Appearance Standards: Incorporated Air Force Dress and Appearance Standards Parts I and II into one lesson. Updated content to reflect newest changes to AFI 36-2903.

Air Force Dress and Appearance Standards Part II: Removed and incorporated content into Air Force Dress and Appearance Standards.

Military Customs and Courtesies: Minor updates to grammar and content.

Military Justice: Title change from Military Law. Incorporated sample Letter of Counseling (LOC) and Letter of Reprimand (LOR).

Military Justice Case Studies: Title change from Military Law Case Studies. Revamped case studies and added Air National Guard and Reserve-specific case studies.

Professional and Unprofessional Relationships Case Studies: Revamped case studies and added Air National Guard and Reserve-specific case studies.

The Inspector General System: Title change from The Air Force Complaints Resolution and Fraud, Waste, and Abuse Program. Significantly updated content to include new information on the Air Force Inspection System and corresponding AFI guidance.

The Code of Conduct: Revised samples of behavior and reformatted student reading to aid in comprehension.

The Enlisted Force: Revised samples of behavior. Significantly updated content to reflect changes to Enlisted Force Structure and Professional Development Guide.

The Profession of Arms: Revised samples of behavior. Added additional reading.

The US Constitution: Revised samples of behavior. Updated student reading to include applicable documents in lieu of directing students to read other outside documents.

Your First Officer Assignment: Significantly revised lesson plan to allow for more tailored discussion with students. Added slides.

Your First Officer Assignment in the Air National Guard: New lesson added to AMS-curriculum to address ANG-specific issues with transitioning to officership.

Pay, Allowances, and Leave in the Air National Guard: New lesson added to AMS-curriculum to address ANG-specific pay issues.

Roles of the President, the Executive Branch, Congress, and Civilian Control of the Military: Revised cognitive lesson objective to be knowledge-level. Lesson was previously comprehension-level.

Law of Armed Conflict: Revised samples of behavior.

CHAPTER 1 – COURSE DESCRIPTION

1. **Course Title** - Academy of Military Science (AMS)
2. **Course Number** - YAMS 000
3. **Location** - Maxwell AFB, AL
4. **Duration** - 40 Training Days
5. **Course Entry Prerequisites** - In accordance with ANGI 36-2005, Chapter 2, paragraph 2.1, “the selection of officers for appointment in the ANG is a function of the state. Appointments are made without regard to race, color, creed, national origin, sex, or, age, except where specifically authorized by this instruction or AFI 36-2005. By authority of the Secretary of the Air Force, appointments are federally recognized in the ANGUS at the discretion of the Chief, NGB.”
6. **Status Upon Graduation** - Graduates of the course are commissioned as Second Lieutenants in the United States Air Force and their respective states, territories, commonwealths, or district. Officer candidates complete the Air Force Form 133 and NGB Form 337 and are awarded a commissioning certificate. The graduate is ready to enter follow-on Air Force training programs or proceed to direct duty assignments. Specifically, graduates will have satisfactorily met all requirements specified in AFI 36-2014, Commissioning Education Program and:
 - 6.1 Possess the essential military knowledge, skills and values that a new Air Force officer needs to perform effectively during the initial years of commissioned service.
 - 6.2 Demonstrate high standards of character, conduct, physical fitness, self-discipline, commitment, integrity, and honor.
 - 6.3 Be familiar with Air Force missions and basic capabilities.
 - 6.4 Possess a sense of leadership and personal responsibility for the officer’s mission, people, and profession of arms.
 - 6.5 Have a basic understanding of Air Force operations and fundamentals.
 - 6.6 Comprehend the overall Air Force and Air National Guard organizations and chains of command.
 - 6.7 Have a working knowledge of basic Air Force skills to include uniform wear, dress and personal appearance standards, drill and ceremony and USAF and other services’ rank structures.
 - 6.8 Have a basic knowledge of and be able to use basic Air Force expeditionary skills.
 - 6.9 Be familiar with and able to demonstrate Air Force communications standards.

6.10 Be able to write and brief in accordance with Air Force standards.

6.11 Understand and be able to employ the elements of personal and team leadership at the tactical level.

6.12 Have a basic understanding of other cultures and areas of the world of strategic interest to the United States.

6.13 Have an understanding of the state mission and heritage of the ANG.

7. Course Objective - To empower and commission the finest officers in the United States Air Force... officers who embody the Core Values of Integrity, Service, and Excellence... officers who view themselves as Airmen first and serve as equal partners within the Total Force.

8. Educational Philosophy and Course Implementation - This course provides initial training to officer candidates (OCs) and develops competent Air Force and ANG leaders. The course is organized in three phases that align academic and training curriculum according to the AMS educational philosophy:

The educational philosophy at the Academy of Military Science is solidly grounded in current educational thought...most notably, the theories of Habermas, Jarvis, Kolb, Kuhn, and Mezirow. These theories focus on how learners construct “meaning” by connecting thoughts and experience. Significant and transformational learning occurs when the learner develops a new meaning or way of viewing the truth. Simply put, learning begins when an experience occurs that the person is unprepared to handle. Mezirow calls this a “disorientating dilemma,” a situation in which old responses are ineffective. Actions taken to resolve the dilemma begin the reconstruction or transformation process (learning). The individual must reflect on their old assumptions, behaviors, beliefs, or “paradigms” that are not working. Learning doesn’t occur from the cognitive process of taking in new information. It comes from the experience of personally interacting with the information.

With this in mind, the role of the educator is to provide the stimulus that place the student in purposeful disorientating situations and allow them to “reconstruct” their meanings. The applied educational theory at AMS uses this approach to create its learning environment. Purposeful learning events are constructed to allow students to interact with information presented.

Concepts/principals/tools/techniques are presented in the classroom to expose the students to the learning objectives. For example, classes expose students to the learning concepts and principles, discipline and reward processes, interpersonal communication skills, problem-solving and work process improvement techniques, etc. To reinforce this “information,” purposeful learning experiences are created to allow students to personally interact with it. Activities are constructed to allow both leaders and followers to interact with leadership and management principles, ANG organizational structures, mission accomplishment, etc. Wing administration activities (dormitory maintenance, academic assignments, student formations/movements, meals, etc.) are used to simulate a military mission. Higher headquarters establishes standards and requirements. Classroom learning

is reinforced as the student wing members work to meet and exceed the mission requirements and standards set. Student leaders must decide how to analyze and improve work processes; how to deal with non-performers; how to use the reward and discipline processes to affect mission accomplishment; how to manage multiple priorities; goal-setting and team-building; risk-taking; etc. The followers learn how to operate within the chain of command; how to work on a team; how to manage their priorities; personal accountability; working within the boundaries; etc. These activities provide practical, applied learning experiences that can help the learners construct new meaning...a “archetype” of the effective military officer.

9. Stages - In conjunction with and in support of our educational philosophy, AMS utilizes a three-stage program designed to bring students from dependency to independency. This process closely follows the Situational Leadership model for follower development. This process is accomplished through a changing approach used by the staff and the flow of curriculum hours.

9.1 Stage One (Directive/Telling) is the beginner phase. At this point, students are not aware of the requirements of officership and the staff is highly directive in their guidance and interaction with the students. To support this, the curriculum flow is designed to help them make the transition into the military (Warfare Studies, Profession of Arms, etc.) and to provide program foundational skills that will be needed to execute the other phases of the program, such as communication and marching skills. Topics are more "black and white" and the "right way" is taught in the curriculum.

9.2 Stage Two (Coaching/Selling) is the intermediate phase. The staff begins to shift roles and become more coaching in their style of interaction. Decision-making and direction is shared between the students and staff members. Student staff members make more independent decisions and the staff provides directional feedback on their performance. The curriculum begins to focus on officership foundational skills, (management, leadership, problem solving, diversity, etc.) and building upon the classes presented in Phase One. These classes are more "gray" and the learning becomes more interactive. The AMS staff begins to encourage risk-taking in decision-making and help the students see applications for the classes they have had so far.

9.3 Stage Three (Mentoring/Participating/Delegating) is the final phase. The staff shifts into a mentoring role with the students assuming most of the responsibility for direction and decision-making. The curriculum provides opportunities to apply foundational skills and ties skill sets together into systems. Each of the curriculum areas is summarized in a series of final capstone classes designed to help the students connect ideas together and to give them the confidence needed to meet the challenges of officership.

9.4 Another key component of AMS training is the use of student leadership positions. Each OC will have a student leadership position at the group, squadron, or flight level. In addition, each OC has the opportunity to lead an event during the Leadership Reaction Course (LRC), Basic Expeditionary Leadership Problem Solving (BELPS), and during Air Expeditionary Field (AEF) training. These experiential leadership opportunities afford students the opportunity to apply classroom theory to practical situations.

10 Training Hours

Figure 1.1 Training Hours

AREAS	Study Hours	Class Hours
Academic Assessments	4.00	7.00
Administration	0.00	16.00
Communication Studies	21.50	22.00
Drill & Ceremonies	0.00	25.00
Field Leadership	0.00	99.50
Fitness Training	0.00	27.00
Formal Counseling	0.00	27.00
Air Force Culture	0.00	36.00
Leadership Studies	38.50	62.00
Profession of Arms	27.00	24.00
Warfare Studies/International Security Studies	42.00	42.00
Orientation	0.00	1.00
Preparation	0.00	2.00
TOTAL HOURS	133.00	390.50

Figure 1.2 Additional Hours

AREAS	Hours
Dining	120.00
Dorm Prep/Hygiene	40.00
Transportation	10.00
TOTAL HOURS	170.00

CHAPTER 2 – COURSE ADMINISTRATION

Section A – Syllabus Management

1. Syllabus Interpretation - This syllabus is directive in nature. The AMS/CC is responsible for both managing the syllabus and ensuring that the intent of the syllabus is met. If no clear syllabus guidance exists, resolve the situation using the appropriate chain of command. If the logical course of action appears to conflict with other directives, the OTS/CMDT in coordination with Holm Center/CR, will make the final decision on the course of action to follow and will direct the AMS/CC to provide the correct guidance in the syllabus.

2. Syllabus Waiver - Unless otherwise noted herein, an approved syllabus waiver is required for any planned exception to the syllabus caused by special or unusual circumstances that would result in omission of a graduation requirement. Permanent or blanket waivers are not authorized, but rather should be suggested as syllabus changes. AMS/CC will submit waiver requests electronically or in writing, on AETC Form 6, Waiver Request, through the OTS/CMDT, and Holm Center/CR for review, to Holm Center/CC for approval.

3. Syllabus Deviation - A syllabus deviation is any unplanned variation from syllabus requirements such as prerequisite flow or omission of a non-graduation requirement training event. Normal scheduling variations within less than a 3 training day window do not constitute a deviation as long as the syllabus prerequisite flow is maintained. Normal training day flow should be maintained unless unforeseen circumstances drive a change. If unforeseen circumstances result in an omission of syllabus training, the AMS/CC will determine if the omitted training can be accomplished later in the syllabus flow without adversely affecting the quality of training. Syllabus deviations with AMS/CC-directed corrective actions will be documented and forwarded to OTS/CMDT and Holm Center/CR for review following each phase of training.

4. Syllabus Review - This syllabus will be reviewed annually by representatives from AMS and Holm Center/CR. All changes will be forwarded to the Holm Center Syllabus Steering Committee for final review and approval recommendation in accordance with Holm Center Instruction 36-2604. All chapters with the exception of Chapter 3 will be maintained by the AMS/DO.

Section B – Responsibilities

1. Holm Center/CR will:

1.1 Train all incoming AMS FLT/CCs on basic Air Force classroom instruction requirements in accordance with AETC Instruction 36-2201 and Holm Center Instruction 36-2601.

1.2 Establish, develop, and maintain curriculum requirements established for initial officer training, in coordination with AMS/CC.

1.3 Administer and score Consolidated Written Tests (CWT) in accordance with Holm Center Instruction 36-2602.

1.4 Administer AMS internal and external survey programs in accordance with established policies and directives.

1.5 Upon approval of this syllabus as compliant with AFI 36-2013, manage Chapter 3 of this syllabus.

1.6 Provide lecturers for designated lecture classes.

2. OTS/CMDT will:

2.1 Ensure all Holm Center training requirements are accomplished.

2.2 Provide direction on training philosophy and program emphasis.

2.3 Coordinate with ANGRC concerning any major programmatic changes affecting AMS training philosophy.

3. AMS/CC will:

3.1 Ensure all AMS training requirements are accomplished.

3.2 Provide direction on training philosophy and program emphasis.

3.3 Execute AMS program and syllabus in support of Air Force and Air National Guard requirements.

3.4 Award the commissioning certificate upon completion of program and Oaths of Office.

3.5 Prepare a National Guard Bureau Form 337 for each student.

3.6 Provide incoming Flight Commanders with Mission Qualification Training and certify them to conduct training directed by this syllabus.

3.7 Maintain certification of all AMS instructors through annual evaluations or as directed by higher headquarters.

4. 22 TRSS/CC will:

4.1 Provide emergency medical care and treatment to injured and sick officer candidates.

4.2 Administer physical fitness training.

4.3 Monitor and prepare field training sites.

4.4 Provide MTIs as required.

5. OTS/CCV will:

5.1 Coordinate with AMS/CC to determine program specific variations in certification procedures for AMS instructors.

5.2 Initially certify all AMS instructors through initial evaluations.

5.3 Conduct no-notice evaluations on instructors based on AMS specific guidance and provide feedback to AMS/CC via a Standardization/Evaluation Review Board or other means.

6. OTS/CCT will:

6.1 Provide all incoming AMS FLT/CCs initial qualification training.

6.2 Assist and/or conduct in-service training of AMS instructors.

Section C – Administration

1. Training Requirements and Restrictions:

1.1. Intent: This course combines military training with academic education in order to give the graduate sufficient skills to perform non-AFSC-specific actions required of an Air Force Second Lieutenant.

1.2. Officer Candidate and Flight Commander Responsibilities: OCs are required to monitor their training; however, FLT/CCs are responsible for training accomplishment.

1.3. Events Per Day: OCs should not normally accomplish more than one graded measurement per day. The exception is an incomplete event due to maintenance problems or weather impacts that may not qualify as an accomplished event. The AMS/CC is approval authority for more than one graded event per day.

1.4. Instructor and Officer Candidate Guides: Holm Center/CR develops and distributes instructor and OC materials (e.g. electronic reading material, lesson plans, audiovisual support material) to support the academic curriculum in this syllabus. These support documents expand on the information in this syllabus and contain the detail necessary to ensure consistent training for all officer candidates.

1.5. Key Events: These events require special attention by staff to prevent officer candidates from being absent from them. Details or other appointments with staff members do not excuse officer candidates from these key events. Key events are foundational and necessary for further training, critical evaluations or non-repeatable training. Key Events include:

1.5.1 Leadership Reaction Course (LRC)

1.5.2 Commander's Challenge

1.5.3 Ropes

1.5.4 Air Expeditionary Field (AEF) training

1.5.5 Dining In

2. Safety: Staff will emphasize adherence to established operating procedures, discipline, professionalism, and judgment. AMS faculty and staff must use every training opportunity to stress the use of sound operational risk management principles while OCs are performing in both leader and follower roles.

3. Graduation Requirements: Graduation requires that all training standards and objectives directed in this syllabus be met, and all graded measurements be satisfactorily completed. Failure to meet standards is grounds for disenrollment and will be processed in accordance with applicable AMS Operating Instructions (OI). To receive a commission through AMS, OCs must complete the following:

3.1. Six academic measurements with a minimum cumulative GPA of 80%:

3.1.1. Two written examinations.

3.1.2. Two 5-7 minute informative briefings.

3.1.3. Two formal Air Force writing assignments.

3.2. Score 75 or better on Physical Fitness Assessment and meet all component minimums.

3.3. Recommendation for commissioning by Flight Commander and Student Squadron Commander.

4. Physical Training: Physical training helps OCs cope with the rigors of the training environment and improves their physical condition. Weather permitting, organized PT will normally be accomplished by each class three days per week. Additional individual PT will be accomplished by each student three days per week.

5. Training Progression

5.1 Normal Progression: OCs able to meet the performance standards for each unit or block of training, as written in this syllabus on the appropriate day of training, qualify as performing under “normal progression.” Attainment of course objectives will be measured through written examinations, graded writing and briefing assignments, and graded field leadership missions. An OC must meet all training objectives in each unit or block in order to progress to the next unit or block of training, or to graduate.

5.2 Student Non-Progression (SNP): Failure of a graded measurement.

5.3 Additional Training (AT): Because OCs enter training with varied experience and ability, some trainees will require more training to meet required performance standards. AT events may be provided to bring an OC’s performance up to standards following SNP. AT events will be clearly defined in time and scope on a memo or OC grade sheet by the

FLT/CC prior to the AT event. AT events will be accomplished by any method available to correct an OC deficiency, to include a combination of academics, briefings, computer-based training (CBT), or field events in accordance with the Holm Center Training Manual.

6. Courses of Action:

6.1. Counseling:

6.1.1. Following any failure of a graded event, or as deemed necessary by FLT/CC or other members of the AMS staff, normally due to poor performance in other areas, OCs will receive verbal and/or written counseling. Counseling may include AT or other corrective actions for improvement.

6.2. Action Plan:

6.2.1. SNP OCs may be placed on an Action Plan by the FLT/CC after coordination with the Student Squadron Commander (SS/CC), normally after more than one failure of a graded measurement. OCs may also be placed on an Action Plan at any other time at the discretion of the FLT/CC, SS/CC, AMS/DO or AMS/CC, normally for poor performance in other areas.

6.2.2. While on the Action Plan, the FLT/CC will deliberately set milestones for the OC to achieve, which help the OC meet course training standards. Additional training may be assigned to an OC as part of the Action Plan. Action Plans will be in accordance with applicable AMS OIs.

6.2.3. Action Plans serve as the next higher form of disciplinary action for OCs. OCs are typically placed on an Action Plan as a last effort to correct an OC prior to a Commander's Review. Failure to complete an Action Plan will lead to an Elimination Check and/or a Commander's Review and possible elimination from the AMS program.

6.3. Summary Disenrollment

6.3.1. Elimination Check (EC): The EC is the AMS/CC's final evaluation tool and is administered by a DO, SS/CC, Course Director or CR (comprehensive written tests only) to determine the trainee's ability to meet objectives satisfactorily and continue with the normal syllabus flow. An EC failure triggers a commander's review. Trainees who pass the EC will return to training. Any of the following events will be an EC:

6.3.1.1. Any graded measurement for a trainee with two previous graded measurement failures. Graded measurements include: comprehensive written tests #1 and #2, briefings #1 and #2, papers #1 and #2, the LRC, the leadership position evaluation, dormitory inspections #2, #3, and #4, BELPS evaluation, AEF evaluation, mid-course and end-of-course trainee reports.

6.3.1.2. At any other time at the discretion of the AMS/CC, normally for poor performance in other areas including failure to complete an Action Plan. OCs who

require an extended period of close supervision should be considered for an EC, on the recommendation of the SS/CC to the AMS/CC.

6.3.2. Commander's Review (CR): A CR is the final step in the summary disenrollment process. During a CR the AMS/CC will consider all relevant factors including attitude, professional qualities, experience level, prior performance in the course and any unusual circumstances documented in their training folder.

6.3.2.1. A CR is triggered by the failure of an EC or through the recommendation of the SS/CC to the AMS/CC for documented and sustained poor performance.

6.3.2.2. Commander's Options: During the CR, the AMS/CC has three options: trainee reinstatement, disenrollment with the ability to return to AMS at a later time, or disenrollment without the ability to return to AMS.

6.3.2.3. Trainee Reinstatement: Either the AMS/CC or OTS/CMDT can return a trainee into the normal syllabus flow.

6.3.2.4. There are three categories of summary disenrollment:

6.3.2.4.1. Military Training Deficiency (MTD). A MTD is a failure to achieve a passing grade/score on graded measurements. This does not include practice exercises. Normally, three failures are grounds for recommending a MTD disenrollment; however, a single failure may warrant an MTD disenrollment depending on the severity of the failure.

6.3.2.4.2. Lack of Adaptability (LOA). Inability to adapt to or display the necessary physical, psychological, or personality traits of an Air Force officer, or an OC lacks the personal capacity and inclination, whether natural or acquired, to adapt to military relationships, customs, and responsibilities that have become traditional and necessary in military service. Also includes, but is not limited to, any misconduct, prejudicial conduct, any conduct inconsistent with the OTS honor code; or demonstration of undesirable character traits.

6.3.2.4.3. Medical Disqualification under Circumstances within the Trainee's Control. This occurs when a trainee becomes medically disqualified for commissioning, or for a category of commissioning, due to circumstances within the trainee's control. This action may require an informal or formal Line of Duty determination. Examples include:

6.3.2.4.3.1. Alcohol-related injuries

6.3.2.4.3.2. Injuries caused by hazing, fighting, or pranks.

6.3.3. The OTS/CMDT is the approval authority for summary disenrollment, per AUI 36-2315, para 2, unless the disenrollment is for misconduct. For cases involving misconduct, the Holm Center/CC maintains disenrollment authority.

6.4. Administrative Disenrollment

6.4.1. OCs may be eliminated from training for administrative disenrollment including any of the following:

6.4.1.1. Medical: Medical eliminations will be based on a determination by competent medical authority that the OC's continued training at AMS is not advised.

6.4.1.2. Emergency: Emergency eliminations will be determined by the factors creating the emergency.

6.4.1.3. Failure to be within 10% of the USAF physical fitness assessment standards as set forth in AFI 36-2905 in any component or overall score for the initial Physical Fitness Diagnostic may be grounds for returning the OC to his/her home unit without further administrative action. Failure to pass all components and the overall final physical fitness assessment standards as set forth in AFI 36-2905 will result in the OC being eliminated from the program without further administrative action.

6.4.1.4. Extended Absence: Due to the intensive nature of the AMS course, OCs who miss more than three consecutive training days for any reason will be eliminated from training.

6.4.1.4.1. Extended Absence for personal reasons: If an OC is having significant personal problems (e.g. custody case, divorce, loss of family member, etc.) which affect their performance they may request disenrollment for extended absence (personal). A unit recall may be initiated.

6.4.1.5. Unit Recall: The determination to remove an OC from the AMS program under this provision will be made by the OC's home unit commander and executed by the AMS staff.

6.4.1.6. Self-initiated elimination (SIE): This is the sole decision of the OC. AMS faculty and staff with neither encourage or discourage an SIE. AMS faculty and staff will advise the OC that an SIE from AMS may prevent him/her from obtaining further training leading to a commission in any of the Armed Forces of the United States.

6.4.1.6.1. OCs electing to self-eliminate must advise their FLT/CC of their intent to self-eliminate, complete and sign the Self-Initiated Elimination Request and submit the written request through their FLT/CC.

6.4.2. The AMS/CC will consult with the chain-of-command and Holm Center/JA before disenrolling an OC for reasons other than those listed in paragraph 6.4.1.

6.4.3. Specific procedures for administrative and summary disenrollment can be found in applicable AMS Staff Operating Instructions (OI).

Section D – Graded Measurement and Lesson Prerequisites

This prerequisite listing establishes a mandatory order for the lesson listed. These prerequisites may only be waived by the responsible curriculum area manager.

The APTs and CWTs establish a hard break point for all schedules. Nothing may move past an APT or before the previous CWT.

1. CWT #1

Academics

Leadership Studies

LS-Religious Respect
LS-Stress Management and Resiliency
LS-Air Force Leadership
LS-Sexual Assault Prevention and Response
LS-Air Force Smart Operations for the Twenty-First Century
LS-Environmental Awareness
LS-Managing in a Diverse World
LS-Self-Assessment
LS-Motivation
LS-Air Force Equal Opportunity Program
LS-Power and Influence
LS-Team Building
LS-Followership
LS-Management Functions and Principles
LS-Problem Solving
LS-Full-Range Leadership
LS-Situational Leadership
LS-Visioning

Communication Studies

CS-Listening: The Neglected Skill

Profession of Arms

PA-Suicide Prevention
PA-Military Customs and Courtesies
PA-Air Force Core Values: The Price of Admission
PA-The Profession of Arms
PA-Law of Armed Conflict
PA-The Code of Conduct
PA-Uniform Code of Military Justice
PA-Roles of the President, the Executive Branch, Congress, & Civilian Control of the Military
PA-The Inspector General System

PA-The US Constitution

Warfare Studies

WS-War and the US Military
WS-Department of the Air Force
WS-The Department of Defense
WS-Department of the Army
WS-Making Strategy
WS-Air Force Functions
WS-Principles of War and Tenets of Air Power
WS-Airpower through WWI
WS-USAF Major Commands

International Security Studies

ISS-The Need for Cross-Cultural Competence
ISS-Relating and Communicating Cross-Culturally

2. CWT #2

Academics

Leadership Studies

LS-Leadership Authority and Responsibility
LS-Risk Management
LS-Change Management
LS-Corrective Supervision and Counseling
LS-Conflict Management
LS-Sexual Harassment Awareness
LS-Career Progression in the Air National Guard
LS-Joint Ethics
LS-Airman Comprehensive Assessment Process
LS-Enlisted Evaluation System
LS-Officer Evaluation System
LS-Effective Supervision
LS-Counseling and Practicum
LS-Mentoring
LS-Standards and Accountability

Communication Studies

CS-Public Relations and the Media

Profession of Arms

PA-Military Justice
PA-Information Assurance, Computer Security and Information Operations

- PA-Civilian Personnel
- PA-Substance Abuse Control Program
- PA-The Enlisted Force
- PA-Professional and Unprofessional Relationships
- PA-Oath of Office
- PA-Defense Support of Civil Authorities
- PA-Pay, Allowances, and Leave in the Air National Guard
- PA-Air and Space Expeditionary Force

Warfare Studies

- WS-US Coast Guard
- WS-Nuclear Operations
- WS-Airpower: End of WWI through WWII
- WS-Airpower through the Cold War Part I
- WS-Airpower through the Cold War Part II
- WS-Airpower in the Post-Cold War
- WS-Airpower in the 21st Century
- WS-Joint Operations
- WS-Citizen Airmen: The Total Force
- WS-Cyberspace
- WS-US Policy
- WS-Department of the Navy
- WS-US Marine Corps

International Security Studies

- ISS-Terrorism
- ISS-Cultural Visual Expeditionary Skills Training (VEST)
- ISS-Setting the World Stage

3. Leadership Studies Prerequisites

3.1 LS-Self-Assessment

- LS-Air Force Leadership

3.2 LS-Motivation

- LS-Self-Assessment

3.3 LS-Followership

- LS-Motivation

3.4 LS-Situational Leadership

- LS-Full-Range Leadership

3.5 LS-Enlisted Evaluation System

- CS-Bullet Statements

- LS-Airman Comprehensive Assessment Process

3.6 LS-Officer Evaluation System

- CS-Bullet Statements

- LS-Airman Comprehensive Assessment Process

- LS-Enlisted Evaluation System
- 3.7 LS-Career Progression in the Air National Guard**
LS-Officer Evaluation System
- 3.8 LS-Standards and Accountability**
PA-Air Force Core Values: The Price of Admission
- 3.9 LS-Evaluation Concepts**
LS-Enlisted Evaluation System
- 3.10 LS-Effective Supervision**
LS-Airman Comprehensive Assessment Process
LS-Enlisted Evaluation System
LS-Officer Evaluation System
- 3.11 LS-*The Caine Mutiny***
LS-Air Force Leadership
LS-Fellowship
- 3.12 LS-Leadership and Management Case Studies**
All LS CWT #2 Curriculum
- 3.13 LS-The Supervisor's "In-Basket"**
All LS CWT #2 Curriculum
- 3.14 LS-Capstone: *Remember the Titans***
All LS CWT #2 Curriculum
- 3.15 LS-Ethical Decision-Making Case Studies**
LS-Air Force Leadership
LS-Air Force Core Values: The Price of Admission
LS-Fellowship
LS-Professional and Unprofessional Relationships
LS-Standards and Accountability
LS-Leadership, Authority and Responsibility
PA-Military Justice
LS-Risk Management

4. Communication Studies Prerequisites

- 4.1 CS-Informative Briefing Requirements**
CS-Basics of Briefing
- 4.2 CS-Bullet Statement Practicum**
CS-Bullet Statements
- 4.2 CS-Informative Briefing Delivery**
CS-Basics of Briefing
CS-Informative Briefing Requirements
CS-Introduction to Military Correspondence
CS-Military Briefings
- 4.4 Background Paper**
CS-Introduction to Military Correspondence
CS-Seven Steps to Effective Communication
CS-Writing Mechanics

5. Warfare Studies/International Security Studies Prerequisites

5.1 ISS-Terrorism

ISS-Setting the World Stage

5.2 WS-Joint Operations

WS-Department of the Air Force

WS-Department of the Army

WS-Department of the Navy

WS-Marine Corps

WS-The US Coast Guard

5.3 ISS-Relating and Communicating Cross-Culturally

ISS- The Need for Cross Cultural Competence

5.4 ISS-Cultural Visual Expeditionary Skills Training (VEST)

ISS-The Need for Cross-Cultural Competence

ISS-Relating and Communicating Cross-Culturally

5.5 WS-Airpower History Lessons*

WS-War and the US Military

WS-Air Force Functions

WS-Principles of War and Tenets of Air Power

*Airpower history lessons must stay in chronological order (i.e. WWI, then WWII, Cold War, etc.)

5.6 WS-Army/Navy/Marine Corps Panel Discussion

WS-Department of the Army

WS-Department of the Navy

WS-Marine Corps

WS-The US Coast Guard

5.7 WS-Air Force Functions

WS-Principles of War and Tenets of Air Power

5.8 WS-War and the US Military

PA-The Profession of Arms

6. Profession of Arms Prerequisites

6.1 PA-The Profession of Arms

PA-Air Force Core Values: The Price of Admission

6.2 PA-Military Justice Case Studies

PA-Military Justice

PA-Uniform Code of Military Justice

6.3 PA-Professional and Unprofessional Relationship Case Studies

PA-Professional and Unprofessional Relationships

6.4 PA-The Commission: An Officer's Responsibility

All Academic Curriculum

6.5 PA-Noncommissioned Officer Perspective

PA-The Enlisted Force

6.6 PA-Virtual Staff Ride

All PA CWT #2 Curriculum

6.7 PA-Airmanship

PA-Virtual Staff Ride: The Battle of Robert's Ridge

CHAPTER 3 – ACADEMICS

Section A – Academic Overview

- 1. Content** – This chapter outlines the material to be covered in each academic area of instruction with specific instructional objectives listed. OPR for this chapter is Holm Center/CR with input from AMS/CC, AMS/DO, and AMS Flight Commanders.
- 2. Sequence** – Academic sequencing will progress in accordance with the flow of the three-phased leadership development approach. Officer candidates must satisfactorily complete all academic modules prior to the end of the course.
- 3. Critiques** – The end-of-course critique (EOC) is forwarded to Holm Center/CR for action. Holm Center/CR reviews the critiques and forwards a package including historical data, current statistics and all officer candidate comments to Holm Center/CC, OTS/CMDT, and AMS/CC. AMS/CC will distribute the EOC throughout AMS, as appropriate. The AMS EOCs are subject to the Air University Institutional Effectiveness (AUI 36-2312) policy requiring individual schools to identify critique items or trends requiring some type of action. Copies of end-of-course critiques are maintained by OTS/CCV and AMS/DO for tracking of trends.

ABBREVIATIONS

Syllabus Areas

AS—Assessments
CS—Communication Skills
ISS—International Security Studies
LS—Leadership Studies
OR—Orientation
PA—Profession of Arms
PR—Preparation
WS—Warfare Studies

Teaching Methods (TM)

B—Briefing
Case—Case Study
C—Coaching

CBT—Computer Based Training
GD—Guided Discussion
GE—Group Exercise
GL—Guest Lecture
IL—Informal Lecture
IN—Interview
L—Lecture
PE—Practical Exercise
R—Reading
SM—Student Managed
SP—Student Performance
TV—Television
V—Video

Section B – Academic Lesson Index

Each subject area index lists lessons for that subject area in the suggested sequential flow of lessons and should be followed to the maximum extent possible. Deviations to this suggested flow should be addressed during the normal scheduling process.

* An asterisk indicates a variation in lesson and/or delivery between the BOT and AMS courses.

** CBT hours accounted for within Preparation (PR) category.

Communication Studies (CS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
Listening: The Neglected Skill	AUDITORIUM	IL	0.50	1.00
Writing Mechanics**	SM	CBT	1.00	0.00
Seven Steps To Effective Communication**	SM	CBT	1.00	0.00
Grammar Refresher**	SM	CBT	1.00	0.00
Introduction to Military Correspondence**	SM	CBT	1.00	0.00
Military Briefings**	SM	CBT	1.00	0.00
Basics of Briefing	AUDITORIUM	IL	1.00	1.00
Bullet Statements	AUDITORIUM	IL	1.00	1.00
Bullet Statement Practicum	FLIGHT ROOM	PE	1.00	2.00
Informative Briefing Requirements	AUDITORIUM	IL	1.00	1.00
Informative Briefing Delivery	FLIGHT ROOM	SP	4.00	4.00
Informative Briefing Feedback	FLIGHT ROOM	IL	0.00	3.00
Public Relations and the Media	FLIGHT ROOM	IL/Case	1.00	1.00
Understanding Publications**	SM	CBT	1.00	0.00
Electronic Communication**	SM	CBT	1.00	0.00
Advocacy Briefing Requirements	AUDITORIUM	IL	1.00	1.00
Advocacy Briefing Delivery	FLIGHT ROOM	SP	4.00	4.00
Advocacy Briefing Feedback	FLIGHT ROOM	IL	0.00	3.00
	TOTAL HOURS		21.50	22.00

Leadership Studies (LS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
Religious Respect	AUDITORIUM	GL	1.00	1.00
The Honor Code	FLIGHT ROOM	IL	0.50	1.00
AMS Feedback Process*	FLIGHT ROOM	IL	1.00	1.00
Stress Management and Resiliency	FLIGHT ROOM	IL/GD	0.00	2.00
Introduction to Leadership Theory	SM	R	1.00	0.00
Air Force Leadership	AUDITORIUM	IL	1.00	1.00
Sexual Assault Prevention and Response	FLIGHT ROOM	IL/GD	2.00	3.00
Group Dynamics	SM	R	1.00	0.00
Air Force Smart Operations for the Twenty-First Century	SM	R	1.00	0.00
Introduction to Critical Thinking	SM	R	1.00	0.00
Environmental Awareness	SM	R	1.00	0.00
Managing in a Diverse World	FLIGHT ROOM	GD	1.00	2.00
Self-Assessment	AUDITORIUM	IL	1.00	1.00
Motivation	AUDITORIUM	IL	0.00	1.00
Followership	AUDITORIUM	IL	1.00	1.00
Air Force Equal Opportunity Program	FLIGHT ROOM	GD/Case	1.50	1.00
Power and Influence	FLIGHT ROOM	GD	0.00	1.00
Team Building	FLIGHT ROOM	IL/PE	0.00	2.00
Management Functions and Principles	FLIGHT ROOM	GD	0.00	2.00
Problem Solving	FLIGHT ROOM	IL/PE	1.00	2.00
Full-Range Leadership	FLIGHT ROOM	IL	1.00	1.00
Situational Leadership	AUDITORIUM	IL	0.50	1.00
Visioning*	AUDITORIUM	IL/PE	1.00	2.00
Leadership Authority and Responsibility	FLIGHT ROOM	IL/Case	2.00	2.00
Mentoring	FLIGHT ROOM	GD/Case	0.00	1.00
AMS Peer Performance Feedback I*	SM	PE	2.00	1.00
Risk Management	SM	R	1.00	0.00
Change Management	FLIGHT ROOM	GD	0.00	1.00
Conflict Management	FLIGHT ROOM	GD/PE	0.00	2.00
Corrective Supervision and Counseling	FLIGHT ROOM	IL/PE/Case	1.00	1.00
Sexual Harassment Awareness	FLIGHT ROOM	IL/Case	1.00	1.00
<i>The Caine Mutiny</i>	FLIGHT ROOM	GD	1.00	3.00
Capstone: <i>Remember the Titans</i>	FLIGHT ROOM	GD/Case	0.00	3.00
Joint Ethics	AUDITORIUM	GL	1.00	1.00
Airman Comprehensive Assessment Process	AUDITORIUM	IL	1.00	1.00
Enlisted Evaluation System	AUDITORIUM	IL	1.00	1.00
Officer Evaluation System*	SM	R	1.00	0.00
Counseling and Practicum	FLIGHT ROOM	GD/PE	1.00	4.00

Career Progression in the Air National Guard*	AUDITORIUM	IL	1.00	1.00
Evaluation Concepts	FLIGHT ROOM	GD	0.50	1.00
Effective Supervision	AUDITORIUM	IL	1.00	1.00
Standards and Accountability	FLIGHT ROOM	GD/Case	1.00	3.00
Leadership and Management Case Studies	FLIGHT ROOM	Case	1.50	2.00
The Supervisor's "In-Basket"	FLIGHT ROOM	GD/PE	0.00	3.00
AMS Peer Performance Feedback II*	FLIGHT ROOM	PE	2.00	1.00
Ethical Decision-Making Case Studies	FLIGHT ROOM	GD/Case	0.00	2.00
	TOTAL HOURS		38.50	62.00

Profession of Arms (PA)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
Suicide Prevention	AUDITORIUM	GL	1.00	1.00
Military Customs and Courtesies	AUDITORIUM	IL	1.00	2.00
The US Constitution	SM	R	1.00	0.00
Air Force Core Values: The Price of Admission	FLIGHT ROOM	IL	1.00	1.00
The Profession of Arms	FLIGHT ROOM	IL	1.00	1.00
Law of Armed Conflict	SM	R	1.00	0.00
The Code of Conduct	FLIGHT ROOM	IL	1.00	1.00
Uniform Code of Military Justice	SM	R	1.00	0.00
Roles of the President, the Executive Branch, Congress, & Civilian Control of the Military	SM	R	1.00	0.00
The Inspector General System	SM	R	1.00	0.00
Air Force Dress and Appearance Standards Parts I & II	AUDITORIUM	IL	2.00	2.00
Military Justice	AUDITORIUM	Case	1.00	1.00
Military Justice Case Studies	FLIGHT ROOM	GD	1.00	1.00
Civilian Personnel	SM	R	1.00	0.00
Information Assurance, Computer Security, and Information Operations	SM	R	1.00	0.00
Substance Abuse Control Program	SM	R	1.00	0.00
Oath of Office	SM	R	1.00	0.00
Etiquette and Decorum	SM	R	1.00	0.00
Professional and Unprofessional Relationships	AUDITORIUM	GL	1.00	1.00
Professional and Unprofessional Relationships Case Studies	FLIGHT ROOM	Case	1.00	1.00
The Enlisted Force	AUDITORIUM	IL	2.00	1.00
Pay, Allowances and Leave in the Air	AUDITORIUM	IL	1.00	1.00

National Guard				
Defense Support of Civil Authorities	AUDITORIUM	IL	1.00	1.00
Air and Space Expeditionary Force	AUDITORIUM	IL	1.00	1.00
Noncommissioned Officer Perspective	AUDITORIUM	GL	0.00	1.00
Virtual Staff Ride: The Battle of Robert's Ridge*	AUDITORIUM	IL	1.00	2.00
Your First Officer Assignment in the Air National Guard	FLIGHT ROOM	IL	0.00	2.00
The Commission: An Officer's Responsibility	AUDITORIUM	IL	0.00	1.00
Airmanship	FLIGHT ROOM	GD	0.00	2.00
	TOTAL HOURS		27.00	24.00

Warfare Studies/International Security Studies (WS/ISS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
Air Force Doctrine Video Series**	SM	CBT	3.00	0.00
The Department of Defense	SM	R	1.00	0.00
Making Strategy	SM	R	1.00	0.00
USAF Major Commands	SM	R	1.00	0.00
Department of the Air Force	FLIGHT ROOM	IL	1.00	1.00
War and the US Military	AUDITORIUM	IL	1.00	1.00
The Need For Cross-Cultural Competence	AUDITORIUM	IL	1.00	1.00
Relating and Communicating Cross-Culturally	FLIGHT ROOM	GD	1.00	2.00
Principles of War and Tenets of Air Power	FLIGHT ROOM	IL/TV	1.00	1.00
Air Force Functions	AUDITORIUM	IL	1.00	1.00
Airpower Through WWI	AUDITORIUM	IL	1.00	1.00
Department of the Army	SM	R	1.00	0.00
US Marine Corps	SM	R	1.00	0.00
US Coast Guard	SM	R	1.00	0.00
Department of the Navy	SM	R	1.00	0.00
USPACOM	AUDITORIUM	IL	1.00	1.00
USCENTCOM	AUDITORIUM	IL	1.00	1.00
USAFRICOM	AUDITORIUM	IL	1.00	1.00
USSOUTHCOM	AUDITORIUM	IL	1.00	1.00
USNORTHCOM	AUDITORIUM	IL	1.00	1.00
USEUCOM	AUDITORIUM	IL	1.00	1.00
Cultural Visual Expeditionary Skills Training (VEST)	FLIGHT ROOM	GD/Case	1.00	2.00
Setting The World Stage	SM	R	1.00	0.00
Nuclear Operations	SM	R	1.00	0.00

Airpower: End of WWI Through WWII	AUDITORIUM	IL	1.00	2.00
Airpower Through the Cold War Part I	AUDITORIUM	IL	1.00	1.00
Airpower Through the Cold War Part II	AUDITORIUM	IL	1.00	1.00
Airpower in the Post-Cold War	AUDITORIUM	IL	1.00	1.00
Air Power In the 21 st Century	AUDITORIUM	IL	1.00	1.00
Terrorism	AUDITORIUM	IL	1.00	1.00
US Policy	SM	R	1.00	0.00
Citizen Airmen: The Total Force*	AUDITORIUM	IL	1.00	2.00
Joint Operations	AUDITORIUM	IL	1.00	1.00
Cyberspace	FLIGHT ROOM	IL/GD	1.00	1.00
Army/Navy/Marine Corps Panel Discussion	AUDITORIUM	GL	0.00	1.00
Air and Space System Capabilities	AUDITORIUM	IL	1.00	1.00
Force Packaging	AUDITORIUM	IL	1.00	1.00
Air Force Employment Exercise (AFEX)	WARFARE CENTER	PE	4.00	3.00
Tuskegee Airmen Museum Visit	FIELD TRIP	PE	0.00	4.00
Tuskegee Airmen Movie	FR	TV	0.00	2.00
Enlisted Heritage Hall Visit	GUNTER	N/A	0.00	3.00
	TOTAL HOURS		42.00	42.00

Academic Assessments (AS)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
CWT #1	AUDITORIUM	SP	2.00	2.50
CWT #1 Review	AUDITORIUM	GD	0.00	1.00
CWT #2	AUDITORIUM	SP	2.00	2.50
CWT #2 Review	AUDITORIUM	GD	0.00	1.00
	TOTAL HOURS		4.00	7.00

Orientation (OR)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
Academic Orientation	AUDITORIUM	IL	0.00	1.00
	TOTAL HOURS		0.00	1.00

Preparation (PR)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
APT For CWT #1	FLIGHT ROOM	Tutoring	0.00	1.00
APT For CWT #2	FLIGHT ROOM	Tutoring	0.00	1.00
	TOTAL HOURS		0.00	2.00

CURRICULUM AREAS	STUDY HOURS	CLASS HOURS
CS	21.50	22.00
LS	38.50	62.00
PA	27.00	24.00
WS/ISS	42.00	42.00
AS	4.00	7.00
OR	0.00	1.00
PR	0.00	2.00
TOTAL HOURS	133.00	160.00

Section C – Academic Lesson Descriptions

All lessons are listed in alphabetical order. This is a comprehensive listing of all Holm Center academic lessons, and as such, not all lessons will appear in all programs.

Lesson Title: *12 Angry Men*

Lesson Objective: Respond positively to a discussion on the dynamics of group process.

Description: This case study lesson is a capstone and incorporates knowledge and principles from the Stress Management and Resiliency, Management Functions and Principles, Team Building, Problem Solving, Conflict Management, and Power and Influence lessons. It utilizes seven clips provided from the movie *12 Angry Men* (1957 version) to progressively lead the class through a discussion on the dynamics of group process.

Lesson Title: Advocacy Briefing Delivery

Lesson Objective: Apply the concepts of a military briefing.

Description: The goal of the Advocacy Briefing is for students to present a current military issue and advocate for a position. Students present a 5-9 minute briefing using the Problem-Solution or Pro-Con Plus 1 pattern. Students also prepare a graded measure position paper IAW standards established in AFH 33-337, *The Tongue and Quill*.

Lesson Title: Advocacy Briefing Feedback

Lesson Objective: Respond to the importance of how an advocacy briefing results in a more convincing argument.

Description: The evaluating officer presents students with their grade sheets from the Advocacy Briefing Measurement and position paper and counsels individual trainees on their performance. The evaluating officer will provide formal, graded feedback on the Holm Center Forms 6 and 9, for the briefing and paper, respectively.

Lesson Title: Advocacy Briefing Requirements

Lesson Objective: Apply advocacy briefing skills to deliver a convincing argument.

Description: This lesson explains the standards and requirements for the advocacy briefing delivery. The Pro-Con Plus 1 and the Problem-Solution presentation patterns are explained.

Lesson Title: Air Force Functions

Lesson Objective: Know the different levels of Air Force Doctrine and each Air Force Function to include selected operations within those functions.

Description: This lesson uses AF Basic Doctrine Volume 1 and Volume IV as the framework to discuss the fundamental Air Force Functions.

Lesson Title: Air Force Core Values: The Price of Admission

Lesson Objective: Comprehend the importance of Air Force Core Values to Airmen.

Description: This lesson lays the foundation for the Air Force Core Values. It leads the student on the journey to gain insight into the Core Values by first defining them and then exploring the reasons why we have Core Values in the Air Force. Students learn that Core Values are indeed the price of admission. The lesson includes a discussion on the impact of Core Values on

Airmen's personal and professional lives. It culminates by having the students discuss case studies and explore the various aspects of Core Values in each case.

Lesson Title: Air Force Doctrine Video Series

Lesson Objective: Be familiar with the foundations of Air, Space, and Cyberspace; Tenets of Air, Space, and Cyberspace Power; and integrated Air, Space, and Cyberspace.

Description: This course consists of three separate CBTs which examine air, space, and cyberspace power from an Airman's unique perspective and provide a basis upon which Airmen can further develop their understanding of this important topic.

Lesson Title: Air Force Dress and Appearance Standards

Lesson Objective: Apply Air Force dress and appearance standards.

Description: This lesson is designed to give students the basic knowledge required to maintain proper dress and personal appearance standards in accordance with AFI 36-2903. The lesson will begin with the standards of appearance for both males and females, to include grooming standards. The lesson then discusses the wear of the various Air Force uniforms.

Lesson Title: Air Force Employment Exercise (AFEX)

Activity Statement: Apply air and space power capabilities in a war game scenario.

Description: This lesson allows students to combine the concepts they have learned to date and apply them to a realistic war game scenario. Students should be able to plan missions and packages using the AFEX Software.

Lesson Title: Air Force Equal Opportunity Program

Lesson Objective: Know selected concepts of the Air Force Equal Opportunity Program.

Description: This lesson is a guided discussion on what effects prejudice and discrimination can have in the Air Force and what Airmen can do to prevent them. The cases used in this class involve complaints by minority group members. The students should develop an awareness of typical problems which they may encounter as supervisors in the equal opportunity and treatment arena. The students will present their answers to each case study from the viewpoint of investigating minority group complaints. The class discusses each case's answers, and concludes with the best possible solution for the case.

Lesson Title: Air Force Heritage Videos

Lesson Objective: Respond positively to the evolution of air and space power as seen in the lives of various legends of airpower.

Description: This lesson uses excerpts from the Legends of Airpower series to expose the students to the proud heritage of Airmen and the United States Air Force.

Lesson Title: Air Force Leadership

Lesson Objective: Comprehend the principles of Air Force Leadership.

Description: This lesson is designed to help future leaders comprehend the concept of leadership. The lesson examines the principles of leadership, the leadership competencies of the Air Force, and how the Air Force Core Values tie into leadership.

Lesson Title: Air Force Smart Operations for the Twenty-First Century

Lesson Objective: Comprehend principles of Air Force Smart Operations for the Twenty-First Century (AFSO21).

Description: This reader provides students with a foundational understanding of the AFSO21 program. Students learn the basics of identifying processes designed to improve existing organizational conditions and processes. Methods of improving organizational processes, implementing solutions, and measuring the impact of changes are also covered.

Lesson Title: Air and Space Expeditionary Force

Lesson Objective: Know the Air and Space Expeditionary Force (AEF) concept.

Description: This lesson focuses on how Airmen and assets are deployed through the present AEF construct and lays the foundation for the future deployment methods.

Lesson Title: Air and Space System Capabilities

Lesson Objective: Respond to discussion on the descriptions of air and space systems.

Description: This lesson serves as an introductory lesson for Air Force Employment Exercise (AFEX). The lesson discusses not only individual systems' capabilities, but also their limitations. This lesson is designed to familiarize the students with the capabilities of the air and space systems used in the AFEX exercise.

Lesson Title: Airman Comprehensive Assessment Process

Lesson Objective: Know key elements of the Airman Comprehensive Assessment process.

Description: This lesson focuses on the use of the Airman Comprehensive Assessment form as it relates to the broader concept of feedback.

Lesson Title: Airmanship

Lesson Objective: Value the relationship between the Airman's Creed, the Air Force Core Values, character, and Airmanship.

Description: This lesson is a guided discussion on the concept of Airmanship, using the Airman's Creed as the vehicle of discussion, highlighting various great Airmen in our history. It discusses the value of Airmanship and the importance of valuing the concept as an Airman.

Lesson Title: Airpower: End of WWI through WWII

Lesson Objective: Know the significance of airpower from the end of WWI through the end of WWII.

Description: This lesson, which is subdivided into four parts, focuses on the development and personalities that contributed to the history of the United States Air Force between the end of World War I and the end of World War II. Part one of the lesson emphasizes the efforts and beliefs of General Billy Mitchell, the most influential Airman during the interwar years and the leader who contributed significantly to the quest for Air Force independence. Part two of the lesson moves on to familiarize the trainees with the significance and contributions of the Air Corps Tactical School in the development of Air Force doctrine to be employed during World War II. The lesson also briefly describes the significance of the Army Reorganization Act of 1920, the Air Corps Act of 1926, and the establishment of the General Headquarters Air Force in 1935. In the use of airpower during the Second World War, the lesson focuses on how we employed forces and the doctrine used throughout WWII. We begin this section with a discussion of how the United States planned to use airpower at the start of WWII. During this

part of the lesson, emphasis will be on the bombing concept and the target list described in Air War Division Plan 1. Shifting to the use of airpower in the European Theater, the trainees learn that the allied nations designed a specific strategy for conducting WWII, which called for offensive action against Germany first and a defensive posture in the Pacific until Germany was defeated. The discussion then turns to the use of airpower in the North African campaign where the most valuable lesson was the employment of airpower in tactical situations. Attention is then given to the strategic bombing campaigns against Germany and on the use of airpower in the Pacific Theater. The lesson describes how the airplane was primarily used as a tactical weapon—interdiction, air superiority, and close air support—since few strategic targets existed. The lecture concludes by briefly describing the strategic bombing of Hiroshima and Nagasaki in August of 1945.

Lesson Title: Airpower in the Post Cold War

Lesson Objective: Know the key events of the Post Cold War Era and the impact of air and space power on the missions of that era.

Description: This lesson focuses on US military involvement in the Post Cold War; it begins with Operation DESERT SHIELD and ends in the former Republic of Yugoslavia. The first part of the lesson explains the historical perspective of Operation DESERT STORM and then briefly focuses on the theories of Colonel Warden and how they evolved into one of the most successful air campaigns in US history. The trainees must gain an understanding of the magnitude of the Gulf War and the significant impact airpower had on our victory. The lecture will continue in the Iraqi region and give the trainees an understanding of lessons learned in Operation DESERT STORM. The part of the lesson will shift focus to the military involvement in the former Republic of Yugoslavia. The objective is for each trainee to understand the involvement of airpower in the multiple conflicts in the Balkans. The lesson will examine the events in Bosnia and Kosovo that resulted in military action. Particular emphasis will be given to Kosovo since the Allied response there centered almost solely on airpower.

Lesson Title: Airpower in the Twenty-First Century

Lesson Objective: Know how the attacks on September 11, 2001 changed U.S. policy, the major contributions of airpower during Operations ENDURING FREEDOM (OEF) and IRAQI FREEDOM (OIF), and the importance of military lessons learned during OEF and OIF.

Description: This lesson reminds the trainees of their responsibility as Air Force officers to know the major issues in these conflicts because of the likelihood they will serve in the broad and continuing war on terrorism and in defending the US homeland.

Lesson Title: Airpower through the Cold War, Part 1

Lesson Objective: Know the impact that airpower and other key events had on the USAF and US policy during the Cold War.

Description: The lecture begins with a review of the circumstances leading up to the Berlin airlift. Overall, the trainees must gain an understanding for the magnitude of the Berlin airlift and the diplomatic significance of this event. The lesson also looks at the accomplishments of General Curtis LeMay and his impact on the Air Force through his leadership as Commander, Strategic Air Command. Next, the lesson will turn toward an overview of events in the Korean conflict and the impact of airpower. The lesson continues with the development of Strategic Air Command (SAC) and a review of ballistic missile development. The trainees will gain an

understanding for the magnitude of the Korean conflict and its contributions to the development of airpower, as well as the ongoing Cold War and its resulting build up of nuclear weapons.

Lesson Title: Airpower through the Cold War, Part 2

Lesson Objective: Know the impact that airpower and other key events had on the USAF and US policy during the Cold War.

Description: This lecture is designed to give the trainee knowledge of the major events of the Vietnam War such as the Gulf of Tonkin incident, Tet, graduated response strategy, Vietnamization, and the fall of South Vietnam. The instruction on Vietnam is designed to show the trainees how airpower was used over South and North Vietnam, especially highlighting Rolling Thunder, Linebacker I, and Linebacker II. The trainees should walk away from this lesson with three things—knowledge of the major events that occurred; knowledge of how airpower was employed effectively, and sometimes not so effectively; and knowledge of the lessons learned. The lecture concludes by covering the military operations that took place during the 80s: Grenada, Libya, and Panama.

Lesson Title: Airpower through WWI

Lesson Objective: Know the importance of air and space power, the components that help describe it, and the significance of it through the end of WWI.

Description: This lesson is designed to provide the trainees information and an appreciation for the early development of flight and provide a fast moving review of Airpower in WWI. It begins with the Wright Brothers' first successful heavier-than-air flight at Kitty Hawk, North Carolina. The lesson will then demonstrate the early uses of the airplane as a military weapon starting with the hostilities leading up to WWI and give the trainees an appreciation for the beliefs and ideas of the early airpower theorists. We also introduce the trainee to the concept of strategic bombing and provide examples of where the combatants used strategic bombing during WWI and the success of this approach to aerial warfare. The lesson then briefly examines the ideas espoused by early airpower advocates such as Douhet.

Lesson Title: AMS Feedback Process

Lesson Objective: Value the competencies of officership as measurable expectations for the standards of conduct of Air Force officers.

Description: This lesson introduces the officer candidates to the competencies of officership that will serve as the standard for leadership application while at AMS and on future Airman Comprehensive Assessment Worksheets (ACA) and Officer Performance Reports (OPR). The instructor will provide a basic introduction to the value of feedback to an Air Force officer before defining the seven competencies of officership on the midterm and final AMS feedback forms, the ACA, and the OPR. The instructor will then briefly discuss the types of feedback AMS students may receive while in the program. Officer candidates will leave with a clear understanding of the competencies of officership that will be their standard for leadership throughout their career.

Lesson Title: AMS Peer Performance Feedback I & II

Lesson Objective: Value the need for officers to constantly seek and give feedback for personal and professional development.

Description: This lesson introduces students to the standards for providing peer feedback and provides instructions for completion of the two peer feedback exercises students are expected to complete while at AMS.

Lesson Title: Army/Navy/Marine Corps Panel Discussion

Lesson Objective: Respond to the importance of the US Army, Navy, and Marine Corps roles in the national security process.

Description: This lesson is a teaching interview conducted with representatives from all three services. Students are also encouraged to submit questions to be used during the lesson.

Lesson Title: Basics of Briefing

Lesson Objective: Apply AFH 33-337, *Tongue & Quill* (T&Q) guidance to develop and deliver a professional military briefing.

Description: This lesson explains the basic format for a military briefing and how to develop and deliver an effective briefing. The lesson goes into detail on how to effectively present information in a professional and military manner.

Lesson Title: Bullet Statements

Lesson Objective: Value the importance of writing effective bullet statements in accordance with AFH 33-337, *The Tongue & Quill* (T&Q).

Description: This lesson gives students an introduction to military style writing, specifically writing effective bullet statements. This class is interrelated with the Bullet Statement Practicum lesson. The instructor will describe how to write a good bullet, basic formatting rules, and the elements to an accomplishment-impact bullet.

Lesson Title: Bullet Statement Practicum

Lesson Objective: Respond to the importance of effective bullet statements.

Description: During this class the instructor will lead the students through a practicum of writing and evaluating proper and improper bullet statements in accordance with AFH 33-337, *The Tongue and Quill* (T&Q).

Lesson Title: Capstone: *Remember the Titans*

Lesson Objective: Value the relationship of the Leadership Studies curriculum as it relates to the movie “Remember the Titans.”

Description: The movie *Remember the Titans* is used as a case for students to apply the lessons learned in the Leadership Studies/AS300 lessons. Students will discuss specific scenes in the movie that reinforce learned concepts and theories. The instructor should not allow the students to simply review the lessons but instead relate key observations to leadership, management, and mission accomplishment. The movie will be stopped at various times for discussion and reflections.

Lesson Title: Career Progression in the Air National Guard

Lesson Objective: Know the basic elements of officer career progression in the Air National Guard.

Description: This lesson addresses specific officer career progression within the Air National Guard. The lesson begins with an introduction into the Air Force classification system for

officers including how officers are assigned within Air Force Specialty Codes and on Unit Manning Documents. The lesson covers position vacancy and mandatory promotions within the Air National Guard and the items included in the Officer Selection Folder. Finally, the lesson explains the differences between Reserve and Regular commissions and line and professional commissions.

Lesson Title: Change Management

Lesson Objective: Comprehend the principles and concepts of change management.

Description: This lesson considers the complex and challenging area of change management, an area frequently faced by leaders in military organizations. It incorporates the important factors that must be considered to successfully implement an organizational change, in a change management model.

Lesson Title: Citizen Airmen: The Total Force

Lesson Objective: Know how the Air Force Reserve and Air National Guard contribute to our Total Force Policy.

Description: This lesson is designed to define Total Force and give Active Duty, AF Reserve and Air National Guardsmen an overview of the history of the AF Reserves and the Air National Guard. Emphasis is placed on the dual state and federal roles of the Citizen Airman and the unique challenges and obligations that come with dual chains-of-command along with a discussion on the Militia Clause and its importance. The AF Reserves are broken down into categories and then the chain of command for the ANG and AFR are discussed. Finally, the trainees see the impact of the ANG and AFR by looking at specific percentages of contributions to the overall mission.

Lesson Title: Civilian Personnel

Lesson Objective: Know the Air Force Civilian Personnel System.

Description: This reading gives students a brief overview of the Air Force civilian personnel system. The reading includes an explanation of why the Air Force employs civilians as well as an explanation of the civilian pay system. The reading also clarifies the issue of military grades versus civilian grades.

Lesson Title: Conflict Management

Lesson Objective: Comprehend the principles and concepts of conflict management.

Description: This lesson looks at an analysis of the nature of conflict within groups, including methods of managing conflict and situational considerations. With a background provided by the lecture and discussions, students will be able to apply some useful techniques to the Bomb Shelter exercise. The exercise is designed to show that by approaching a conflict situation in a logical and constructive manner, the problem can usually be solved amicably.

Lesson Title: Corrective Supervision and Counseling

Lesson Objective: Comprehend the principles of corrective supervision.

Description: This lesson covers interaction skills and gives the student the opportunity to diagnose work problems in given scenarios. The lecture part of this class starts with the definition of corrective supervision and then goes into the four basic steps of corrective supervision. This is followed by the student activity of turning aggressive statements into

assertive statements. The class finishes up with case studies, where the students can apply corrective supervision and look at assertive statements.

Lesson Title: Counseling and Practicum

Lesson Objective: Comprehend the role of the Air Force officer as a counselor.

Description: This lesson first introduces three methods of counseling (directive, nondirective, and eclectic) and proceeds to discuss traits of an effective counselor. Students are then given the opportunity to apply counseling techniques in role play situations.

Lesson Title: Cultural Visual Expeditionary Skills Training (VEST)

Lesson Objective: Comprehend how cross-cultural competence (3C) skills can help in the negotiation process.

Description: This lesson is designed to instruct students on the third tier skill of the Air Force 3C Development Model which is Negotiation. This lesson also introduces students to the Air Force Culture and Language Center's visual expeditionary skills training which challenges Airmen to apply their understanding of the 3C skills of relate, communicate and negotiate in a culturally complex virtual scenario.

Lesson Title: Cyberspace

Lesson Objective: Know basic facts and significant vulnerabilities associated with cyberspace operations and the Air Force role in the cyberspace domain.

Description: This lesson focuses on the doctrinal meaning of cyberspace, its vulnerabilities and threats. It details the ten things all Airmen should know about cyberspace and review a case of a real world scenario of cyber compromise.

Lesson Title: Defense Support of Civil Authorities

Lesson Objective: Know the elements of Defense Support of Civil Authorities.

Description: This lesson provides an overview of Defense Support of Civil Authorities. The lesson begins with an overview of the Defense Support of Civil Authorities Program to include its vision, value, and focus. The lesson then familiarizes students with how the Department of Defense (DoD) responds to domestic emergencies and addresses interactions and command relationships between DoD, state and local authorities.

Lesson Title: Department of the Air Force

Lesson Objective: Know the Air Force organizational structure, its mission, and basic facts about leadership positions.

Description: The first part of the lesson covers who we are (vision, mission, priorities, etc). The second part covers the USAF organizational structure. The third part is a computer-aided discussion on the typical wing structure.

Lesson Title: Department of the Army

Lesson Objective: Know the basic mission and organization of the Department of the Army.

Description: This lesson provides a brief overview of how the Army is organized and how it contributes to our national defense. The lesson covers the major Army components, mission, organization, and strategic roles in relation to the national security process.

Lesson Title: Department of the Navy

Lesson Objective: Know the basic mission and organization of the Department of the Navy.

Description: This lesson provides a brief overview of how the Navy is organized and how it contributes to our national defense. The lesson covers the organization and size of the Navy. It also highlights some of the unique capabilities of naval forces, including sealift, undersea warfare, and amphibious warfare.

Lesson Title: Effective Supervision

Lesson Objective: Comprehend the concept of effective supervision.

Description: This lesson focuses on the five rules of supervision and helps students realize the responsibilities inherent in officership. It addresses guidelines for effective supervision and delegation techniques.

Lesson Title: Electronic Communication

Lesson Objective: Know basic procedures and responsibilities for professional use of email, voice mail, and telephone systems IAW AFI 33-119, *Official Messaging*.

Description: This lesson in CBT format introduces official and authorized use of electronic modes of communication. The topics include e-mail and voice mail protocols, prohibited areas of government communication systems, answering machine use, and telephone use.

Lesson Title: Enlisted Evaluation System

Lesson Objective: Know elements of the Enlisted Evaluation System (EES).

Description: This lesson focuses on the components of the Enlisted Evaluation System (EES), specifically Enlisted Performance Reports (EPR) and the enlisted career progression system.

Lesson Title: Ethical Decision-Making Case Studies

Lesson Objective: Value the relationship of ethical decision-making to mission accomplishment.

Description: This lesson is intended help students explore and employ critical thought in making decisions that may involve an ethical dilemma. Students should leave the lesson understanding that effective decision-making is a normal part of Airmanship. This presentation is built around video scenarios. Scenarios deal primarily with ethical leadership decisions and build the background for discussion, with an exploration of the issues and implications surrounding each situation.

Lesson Title: Environmental Awareness

Lesson Objective: Know the environmental issues facing all Air Force personnel.

Description: This reading assignment highlights several environmental issues Air Force officers must deal with throughout their careers. The lesson explains the Air Force policy on environmental issues as well as possible punishments for violation of those policies.

Lesson Title: Etiquette and Decorum

Lesson Objective: Respond to the proper procedures for military social events.

Description: This lesson is intended to educate officers about correct behavior, dress, and decorum. It is also designed to familiarize students with the more common matters of protocol and etiquette at military-affiliated social events. The students will learn how to conduct

themselves both on a formal and informal basis when attending social events. The trainee will understand that their behavior and ability to interact socially is important to them as an Air Force officer.

Lesson Title: Evaluation Concepts

Lesson Objective: Value the impact of evaluation concepts on subordinate development.

Description: This lesson introduces the students to the fundamentals of evaluation and reporting. The discussion revolves around setting effective standards, pitfalls of evaluation, and formal and informal reporting.

Lesson Title: Financial Briefing

Lesson Objective: Know some key factors about financial planning.

Description: This is a guest lecture presentation on basic personal financial management planning. Trainees are told how they can start planning for the future. A variety of topics like goal setting, credit, and short and long term investments are discussed.

Lesson Title: Followership

Lesson Objective: Comprehend the traits and characteristics of an effective follower.

Description: This lesson examines the nature of effective followership. It begins by examining Kelley's Two-Dimensional Model of Follower Behavior and how to identify situations where followers are less than effective. It then clarifies what effective follower behavior means and ties in the core values. This lesson is designed to reinforce that to be good leaders students also need to be good followers.

Lesson Title: Force Packaging

Lesson Objective: Respond to a discussion to the intricacies of assembling an effective force package to achieve the objective of air and space operations.

Description: This lesson focuses on the proper employment of air and space systems to achieve desired effects. This lesson also covers how we can best accomplish the functions of air and space power when different air and space systems team together, thereby achieving synergy. Students learn how we assemble force packages to synergistically maximize the benefit gained by each system's capabilities and minimize the liabilities of each system's limitations. This lesson prepares the students for the AFEX exercise. This lesson also lays the foundation for the upcoming Air Force Employment Exercise (AFEX). After reviewing the capabilities of our current airpower systems and the operational art of force packaging, students should be able to plan missions and packages using the AFEX Software. This lesson will illustrate how proper teamwork, communication, planning and practice will result in mission success with minimal loss.

Lesson Title: Full-Range Leadership

Lesson Objective: Comprehend principles of Full-Range Leadership (FRL).

Description: This lesson is designed to give students an introduction to the concept of Full-Range Leadership (FRL). The vehicle used to explore FRL is the Full Range Leadership Model (FRLM). This lesson will cover the components of the model, and the application of those components in developing a leadership style. The main focus of the lesson is exploration of the laissez-faire, transactional, and transformational elements of FRLM.

Lesson Title: Grammar Refresher

Lesson Objective: Comprehend the impact correct grammar and punctuation usage has on effective writing and speaking.

Description: This modeling and simulation gaming program evaluates student grammar skills and then directs the student to the appropriate remedial training if needed.

Lesson Title: Group Dynamics

Lesson Objective: Respond to the importance of dynamics within a group setting.

Description: In this reading assignment, the students are introduced to the concept of group dynamics and the guided discussion. The reading focuses on group interactions and characteristics, and the responsibilities of each individual. This will prepare the students for continued interaction and guided discussions throughout their training.

Lesson Title: Holm Center Training Manual

Lesson Objective: Respond positively to the five principles of the Holm Center Training Philosophy.

Description: This lesson reinforces trainees' understanding of the Holm Center Training Philosophy as it relates to expectations, skills, feedback, and the importance of consequences, particularly as related to officership.

Lesson Title: Information Assurance, Computer Security, and Information Operations

Lesson Objective: Know the fundamental characteristics of Information Assurance, Computer Security, and Information Operations (IO).

Description: The objective of the lesson is for the students to know the fundamentals of information awareness and computer security and respond to the importance of protecting information systems. It challenges the trainee to take an active role maintaining computer system security.

Lesson Title: Informative Briefing Delivery

Activity Statement: Apply the concepts of a military briefing.

Description: The goal of the informative briefings measurement is to provide information on regional areas around the word of interest to the national security of the United States. Students will present a 5-9 minute informative briefing on their assigned topic using the lessons learned in their previous military briefing classes. Comprehensive feedback will be given following their briefing.

Lesson Title: Informative Briefing Feedback

Lesson Objective: Respond to the importance of presenting an informative briefing.

Description: In this lesson, the evaluating officer counsels individual trainees on their informative briefing performance. The instructor presents students with their grade sheets from their briefings and background papers.

Lesson Title: Informative Briefing Requirements

Lesson Objective: Apply briefing skills to deliver an effective informative briefing.

Description: This lesson explains the requirements and standards for the regional studies given on regional studies. In addition, the evaluating officer will review specific rules and feedback procedures for the regional studies briefings. The instructor will emphasize individual areas of importance as outlined on the Briefing Grade Sheet. Students are then instructed in the preparation and use of a background paper.

Lesson Title: Introduction to Critical Thinking

Lesson Objective: Respond to the importance of critical thinking and its importance for Air Force leaders.

Description: In this reading assignment we introduce the trainee to the definition of critical thinking and provide a historical background for critical thinking. This lesson also examines the universal intellectual standards, some of the more common traps or fallacies we may fall into if our reasoning is not sound, and the guidelines the trainees should use in developing their reasoning skills.

Lesson Title: Introduction to Leadership Theory

Lesson Objective: Value the importance of leadership in the operation and success of any organization.

Description: This lesson takes a basic look at leadership. The definition of leadership is explored along with the relationship between leadership and management. The lesson concludes with an explanation of the interaction of the framework of the leader and follower and how situations affect leadership.

Lesson Title: Introduction to Military Correspondence

Lesson Objective: Comprehend the functions and formats for Air Force written correspondence.

Description: Students will review types of formats for writing Air Force correspondence. AFH 33-337, *The Tongue and Quill*, provides excellent guidance in this area, including examples.

Lesson Title: Joint Ethics

Lesson Objective: Comprehend the principles of DoD 5500.7-R, *Joint Ethics Regulation (JER)*, in the Air Force environment.

Description: This is a mandatory lesson for initial ethics training. This lesson gives a basic introduction to DoD 5500.7-R, *Joint Ethics Regulation*, gives a general overview of the chapters in the regulation and covers some of the special rules that students need to know. There are several examples of ethics violations in the student reader that students may want to discuss.

Lesson Title: Joint Operations

Lesson Objective: Know the concept of joint operations.

Description: The lesson defines joint operations per Joint Pub 1 and discusses how doctrine strengthens our war fighting capabilities. An outline of the joint chain of command is given from the President to the individual services. Examples are given to show how joint warfare strengthens our overall effectiveness.

Lesson Title: Law of Armed Conflict

Lesson Objective: Know how the Law of Armed Conflict (LOAC) affects the parties in war.

Description: This lesson provides a historical background for the modern law of armed conflict. It covers the modern laws coming from The Hague Conventions and the Geneva Conventions. The lesson also covers what a military officer's professional responsibility is when a violation of the Law of Armed Conflict occurs. Finally, the lesson covers what types of actions states may take in attempting to enforce the Law of Armed Conflict.

Lesson Title: Leadership and Management Case Studies

Lesson Objective: Value the proper use of leadership and management theories and principles.

Description: This flight room lesson gives the students the opportunity to apply what they've learned throughout the course to case studies in leadership and management.

Lesson Title: Leadership Authority and Responsibility

Lesson Objective: Comprehend the concepts of leadership authority and responsibility.

Description: This lesson begins with a lecture on the basic concepts and definitions that assist an officer in the correct execution of authority. It describes the source of an officer's authority and how to distinguish legal from moral authority and touches on the US Code that affects an Airman's authority and responsibility. The lesson also covers case studies from the reading regarding the proper application of military authority. These lesson case studies, focus on basic concepts of leadership responsibilities to the mission, higher headquarters, collateral units, unit welfare, individuals, yourself, and the civilian community.

Lesson Title: Listening: The Neglected Skill

Lesson Objective: Comprehend that effective listening positively affects mission accomplishment.

Description: This lesson introduces students to effective listening skills by explaining the difference between hearing and listening, the 10 most common listening problems, and the relationship between listening and interpersonal communication.

Lesson Title: Making Strategy

Lesson Objective: Know the basic process of formulating a national strategy.

Description: This reading provides a basic model on how countries create and implement national policies and strategies. National interests and objectives determine how countries will use their instruments of power. It briefly covers some of the factors a country must consider when determining its policies and strategies.

Lesson Title: Management Functions and Principles

Lesson Objective: Comprehend management functions and principles.

Description: This lesson is designed to lay the foundation for students' comprehension of what a manager is and does and to build their confidence and practical abilities to function as future Air Force managers and leaders. Use classroom activities to cause students to apply their reading to their goals for success as students and to look ahead to their roles as leaders in their future military careers. Optional scenarios are instructional springboards from the lesson into the real world of military leadership and allow you to supplement or add to the core lesson.

Lesson Title: Managing in a Diverse World

Lesson Objective: Comprehend the importance of managing diversity.

Description: This lesson presents an introduction to diversity in the military. The lesson will start by defining the term “Managing Diversity.” The lesson then moves into describing the breadth of diversity in our culture. Based on this current cultural climate and historical context, the lesson describes why it is that the Air Force must manage diversity. The lesson moves on to address the benefits and potential issues associated with a diverse workforce, and some of the obstacles a diverse workforce can encounter.

Lesson Title: Mentoring

Lesson Objective: Comprehend the concept of Air Force Mentoring.

Description: This lesson is designed to give students an understanding of the concept of Air Force Mentoring. The class begins with the definition of Air Force Mentoring and key elements of the Air Force Mentoring Program in accordance with AFI 36-2643, *Air Force Mentoring Program*. The lesson will then explain the attributes of a good mentor and the attributes of the mentee. The lesson will finish with the benefits of mentorship for both the mentor and mentee.

Lesson Title: Military Briefings

Lesson Objective: Apply AFH 33-337, *The Tongue and Quill* (T&Q) guidance to develop and deliver a professional military briefing.

Description: Students will review guidance in the AFH 33-337, *Tongue and Quill* (T&Q) for preparing an effective military briefing.

Lesson Title: Military Customs and Courtesies

Lesson Objective: Know the fundamental customs and courtesies practiced in the Air Force.

Description: The lesson begins by defining customs and courtesies. It discusses various rank insignias, describes proper reporting procedures, and teaches when to properly render courtesies. Instructors will need to rely on experience, knowledge and expertise as they teach this lesson.

Lesson Title: Military Justice

Lesson Objective: Know the basic elements of the military justice system.

Description: In this lesson, students receive an explanation of the military legal system’s origin and uniqueness. It discusses the options of prevention, correction, and punishment available to Air Force leaders. Students will learn the roles of the Staff Judge Advocate and the Area Defense Counsel. The focus for this lesson is to give students a solid understanding of not only the concept of punishment, but the importance prevention and correction play in maintaining good order and discipline within the Air Force.

Lesson Title: Military Justice Case Studies

Lesson Objective: Respond to an officer’s responsibility in military justice situations.

Description: This lesson uses case studies to integrate learning from the military justice reading and lecture. During the case studies portion, students will apply the concepts learned to applicable situations they will face as an officer.

Lesson Title: Motivation

Lesson Objective: Comprehend the concepts of the major motivation theories.

Description: This lesson helps students understand the concept of motivating subordinates by looking at multiple motivation theories. The lesson also gives them guidelines to use when motivating subordinates.

Lesson Title: Noncommissioned Officer Perspective

Lesson Objective: Value appropriate professional interaction between officers and enlisted Airmen.

Description: This lesson ties in, reinforces, and gives an overall perspective to the students of the professional relationship between officers and enlisted personnel. It brings together various concepts from readings and classes into actual expectations of day-to-day life as an officer. The intent of this lesson is to bring in a sharp NCO or Senior NCO as guest lecturer to share insight on areas of their choosing, to include, but not limited to desired officer qualities, professional relationships, and officer expectations of the enlisted force.

Lesson Title: The Need for Cross-Cultural Competence

Lesson Objective: Know how cross-cultural competence (3C) leads to operational success when working with individuals and groups from other cultures.

Description: This lecture lays the foundation for the entire cross cultural competence program by illustrating the underlying need for all Airmen to have competence when operating across cultures.

Lesson Title: Nuclear Operations

Lesson Objective: Know the fundamentals of nuclear operations and the nuclear surety program.

Description: This reading focuses on the doctrine governing nuclear operations with emphasis on security and personal responsibility. It also defines usability paradox.

Lesson Title: Oath of Office

Lesson Objectives: Comprehend the purpose of a military officer's oath of office and commission.

Description: This lesson is designed to educate and motivate officers about the oath of office and their commissions. It begins with a historical context through which the students can begin to grasp the origins of oaths. Then, the lesson covers every line of the oath. It explains the commitment students are about to undertake by taking the oath of office.

Lesson Title: Officer Evaluation System

Lesson Objective: Know the Air Force Officer Evaluation System (OES).

Description: This lesson focuses on the components of the officer evaluation system (OES) by overviewing the Officer Performance Report (OPR) process and the officer career progression path.

Lesson Title: Pay, Allowances, and Leave

Lesson Objective: Know the significant elements of Air Force pay, allowances, and leave.

Description: This lesson is an introduction to Air Force pay, allowances, and leave. The class breaks down the information found in each section of the Leave and Earning Statement (LES) one section at a time. Through this process the students learn the different types of entitlements,

deductions, allotments, leaves, and how leave is accrued and used. The second portion of the class covers travel allowances and entitlements.

Lesson Title: Pay, Allowances, and Leave in the Air National Guard

Lesson Objective:

Description: This lesson covers pay and allowances specifically for Air National Guardsmen. It covers the different pay statuses, allowances, and types of pay.

Lesson Title: Peer Evaluation I

Lesson Objective: Value the importance of evaluation as it relates to self-improvement.

Description: This lesson has a dual purpose. First, it gives the student a chance to apply the rating process by rating their peers. Secondly, it shows the importance of evaluations as a means of self-improvement. All instructions for students to complete the peer evaluations are included in the study guide. Instructors should conduct feedback sessions with individual students regarding the information resulting from the peer evaluations.

Lesson Title: Peer Evaluation II

Lesson Objective: Value the importance of evaluation as it relates to self-improvement.

Description: This is the second lesson involving peer evaluations. Like the first one, it has a dual purpose. First, it gives the student a chance to apply the rating process by rating peers. Second, it shows the importance of evaluations as a means of self-improvement. Most importantly, it indicates changes in student performance since the first peer evaluation was conducted.

Lesson Title: Personal and Group Goals

Lesson Objective: Respond to the importance of reviewing and revising goals.

Description: In this lesson the instructor returns the personal and group goals to the flight. Each student reviews the goals and their progress toward those goals. The flight also reviews its accomplishments and determines if they match the flight's goals. The instructor encourages the flight and flight members to refocus or change their goals, if appropriate.

Lesson Title: Power and Influence

Lesson Objective: Comprehend the ways leaders and followers use power and influence to accomplish tasks.

Description: This lesson is designed to introduce the students to the concept of power and how it affects the leadership process. While we usually think of power belonging to the leader, it is actually a function of the leader, the followers, and the situation. We begin by examining the use of power, not only by the leader, but also by the follower. We then review the taxonomy of social power. We look at each of these sources of power individually.

Lesson Title: Principles of War and Tenets of Air Power

Lesson Objective: Know how the Principles of War and Tenets of Air Power contribute to warfare.

Description: The video lesson defines each principle of war and provides a brief description of its critical attributes from a war-fighting perspective. It demonstrates the airman's perspective on the principles of war.

Lesson Title: Problem Solving

Lesson Objective: Comprehend the Eight-Step Problem-Solving Process.

Description: This lesson is designed primarily to help students understand the Eight-Step Problem-Solving Process and how it impacts organizational performance. The lesson begins with the objective of the Eight-Step Problem-Solving Process. It is important to point out the merits of having a systematic process for improvement and problem solving in the Air Force. The lesson walks through the steps of problem solving and provides scenarios designed for students to evaluate where a team is in the problem-solving process.

Lesson Title: Professional and Unprofessional Relationships

Lesson Objective: Comprehend that the negative impact of unprofessional relationships (UPRs) requires officers to inherently accept the responsibility for promoting and maintaining professional relationships.

Description: This lesson explains the Air Force policy on professional and unprofessional relationships, the responsibility of officers to avoid UPRs, and the punishments associated with UPRs. The lecture will define and describe the various types of unprofessional relationships. The class will also define fraternization and the five elements of fraternization as described in the Manual for Courts Martial (MCM).

Lesson Title: Professional and Unprofessional Relationship Case Studies

Lesson Objective: Value the positive impact professional relationships have on an organization.

Description: This class reinforces the information taught in the Professional and Unprofessional Relationships class. The students are given cases describing possible unprofessional relationships. The students must determine if an unprofessional relationship exists and what action should be taken to correct the situation. The instructor facilitates the discussion and interjects relevant information to help the students arrive at sound corrective decisions.

Lesson Title: Public Relations and the Media

Lesson Objective: Comprehend the concepts of public relations and media interactions for Air Force Officers.

Description: This lesson discusses proper interactions with the media and proper uses of social media. It reiterates that all Airmen are representatives of the Air Force and with that, there is much responsibility placed on the shoulders of every Airman.

Lesson Title: Relating and Communicating Cross-Culturally

Lesson Objective: Comprehend how knowledge of cultural domains can enhance one's ability to relate and communicate cross-culturally.

Description: This lesson is designed to impart basic awareness of how the 3C skills of relate and communicate can enhance one's cross-cultural competence. This lesson also introduces and incorporates cultural assimilators as a means of fostering critical thinking and reflection on possible sources of cross-cultural conflict.

Lesson Title: Religious Respect

Lesson Objective: Know the importance of religious respect; Comprehend the relationship between free expression of religion and Air Force Core Values.

Description: This lesson covers the rights and governing guidance associated with exercising religion. It also covers the various agencies that are available for religious issues. The lesson also focuses on the idea of respecting others' beliefs and discusses self-control in discipline in terms of religious tolerance.

Lesson Title: Risk Management

Lesson Objective: Know the significant elements of Risk Management (RM).

Description: This reading assignment introduces the students to Risk Management and provides students with a basic understanding of the five-step process. The lesson uses articles to discuss the importance of RM and give examples of on- and off-duty use of RM.

Lesson Title: Roles of the President, the Executive Branch, Congress, and Civilian Control of the Military

Lesson Objective: Know the roles of the President, the Executive Branch, Congress, and Civilian Control of the Military.

Description: This lesson examines the specific role of the President as the head of the executive branch of our government and how the executive branch along with Congress exercises civilian control over the military.

Lesson Title: Self-Assessment

Lesson Objective: Comprehend principles of self-assessment.

Description: This lesson gives students an understanding of the concept of self-assessment and its importance for an Air Force leader. This is facilitated through the use of the DiSC Self-Assessment tool, which is designed to identify a person's behavioral tendencies and needs by highlighting four distinct dimensions: Dominance, Influence, Steadiness, and Conscientiousness. Students will complete a DiSC Self-Assessment worksheet prior to arriving to class, so they'll have knowledge of their behavioral dimensions.

Lesson Title: Setting the World Stage

Lesson Objective: Know the threats that the United States must confront in the international arena.

Description: This reading focuses on transnational issues, with particular emphasis placed on the emerging trend of globalization and the challenges it presents.

Lesson Title: Seven Steps to Effective Communication

Lesson Objective: Comprehend effective writing in the Air Force using AFH 33-337, *The Tongue & Quill* (T&Q), 1 Aug 04.

Description: Students will review seven steps to Effective Communication in the AFH 33-337, *The Tongue & Quill* (T&Q). The seven steps include the following: 1) Analyzing Purpose and Audience, 2) Researching Your Topic, 3) Supporting Your Ideas, 4) Organizing and Outlining Your Thoughts, 5) Writing Your Draft, 6) Editing Your Draft, and 7) Fighting for Feedback and Getting Approval. Students are provided a personal copy of the (T&Q) and are encouraged to be familiar with the contents and apply its guidance.

Lesson Title: Sexual Assault Prevention and Response

Lesson Objective: Comprehend how to prevent and respond to sexual assault.

Description: This lesson covers the various aspects of Sexual Assault Prevention and Response (SAPR). It begins by defining SAPR in the Department of Defense (DoD) terms and discusses DoD policies on tolerance and confidentiality. It goes on to discuss the roles and significance of perpetrators, facilitators, bystanders, victims, wingmen, sexual assault response coordinator. It concludes with a discussion on the impact that sexual assault can have on a unit and mission accomplishment.

Lesson Title: Sexual Harassment Awareness

Lesson Objective: Comprehend the concepts and consequences of sexual harassment.

Description: This lesson takes an in-depth look at the DoD definition of sexual harassment and the Air Force policies that relate to sexual harassment. The lesson divides sexual harassment into several key areas: commander/supervisory responsibility, forms of sexual harassment, effects of sexual harassment on the mission, relief from sexual harassment, and penalties associated with sexual harassment.

Lesson Title: Situational Leadership

Lesson Objective: Comprehend the concept of Situational Leadership.

Description: This lesson examines the Situational Leadership Model in which the most appropriate leader behavior is based on follower maturity or development. The lesson begins by examining the two types of leader behavior (task and relationship). After this, the lesson examines the variables that impact the leader in different situations. The lesson then progresses to Hersey and Blanchard's Situational Leadership Model and describes the two key aspects necessary to evaluate follower development levels: ability and willingness.

Lesson Title: Standards and Accountability

Lesson Objective: Comprehend the relationship of standards and accountability.

Description: This lesson is taught via guided discussion, using three case studies as the foundation of the discussion on standards and accountability. The three cases covered are the Blackhawk shoot-down in Northern Iraq in 1994, the B-52 crash at Fairchild AFB in 1994, and the recurring problems with Air Force nuclear stewardship from 2006 to the present day. The overall goal of this lesson is to reach the students on an affective level to understand the importance of leadership maintaining standards and holding others accountable when they fail to maintain standards.

Lesson Title: Stress Management and Resiliency

Lesson Objective: Comprehend principles of stress management and resiliency.

Description: This lesson presents an introduction to stress management that applies to students' campus life as well as in the military. The lesson will start by defining stress. The lesson then briefly analyzes how managers tend to react to stress, how the elements of stress cause reactions such as alarm, resistance and exhaustion, and how people exert defense mechanisms to stress-related situations. Significant time is devoted to discussing the differences and benefits of effective vs. efficient time management.

Lesson Title: Substance Abuse Control Program

Lesson Objective: Know the Air Force substance abuse control program.

Description: This lesson covers some of the signs of substance abuse a supervisor can look for, as well as the methods used by the Air Force to identify substance abusers. The lesson also addresses the Air Force's Alcohol and Drug Abuse Prevention and Treatment (ADAPT) program.

Lesson Title: Suicide Prevention

Lesson Objective: Know key factors in the Air Force Suicide Prevention Program.

Description: This class informs the students about the warning signs of suicide among subordinates. The class helps the students recognize the warning signs and take appropriate action to prevent suicides.

Lesson Title: Team Building

Lesson Objective: Comprehend the concept of effective team building.

Description: This lesson is designed to lay the foundation for an understanding of how teams are formed and work together. This lesson begins by introducing the four stages of group growth: forming, norming, storming, and performing. We start by defining the various stages and then showing what feelings, behaviors, and expectations are encountered for members at each stage. The lesson then examines the difference between groups and teams. It ends in exercises for applying team building concepts.

Lesson Title: Terrorism

Lesson Objective: Know the fundamentals of terrorism and its impact on US policy..

Description: The lecture motivates the students by reminding them of President Bush's challenge to other nations concerning their position on terrorism, and reminds the students of the historical trend of military members as terrorist targets. The instructor first provides a quick historical review of terrorism that should lead into a discussion of the definition of terrorism. After this, the lesson explains the terrorist threat by looking at the main characteristics generally shared by terrorists, the objectives a terrorist group might try to achieve, and the tactics typically employed to achieve those objectives. Next, the instructor addresses the effect terrorism has had on US national and military policy, to include a brief look at how we employ force protection measures to help fill the gaps that counter/anti-terrorism cannot cover. Finally, the lesson briefly looks to the target planning cycle of terrorism and possible future trends of terrorism.

Lesson Title: *The Caine Mutiny*

Lesson Objective: Respond positively to the need for dynamic subordinancy among all followers.

Description: This lesson is designed to be used with the movie *The Caine Mutiny*. The video shows a variety of complex ethical problems affecting both leaders and followers. The video provides good discussion for superior/subordinate relationships and the idea of dissent in the military. The first segment begins with a discussion of dynamic subordinancy. Next, the instructor discusses the three ways of looking at the followership role. The instructor explains why subordinates must be concerned with the job itself, their relationship with the boss, and taking responsibility for their own actions or lack of action. During the third section, the instructor discusses the ten rules of followership, and conducts a short guided discussion to further illustrate how these rules are used effectively or ineffectively.

Lesson Title: The Code of Conduct

Lesson Objective: Comprehend the principles of the Code of Conduct.

Description: The intent of this class is to make a connection in the students' hearts and minds about the Code of Conduct and the spirit of warrior ethos exhibited throughout history and the expectations for the future. The lesson will also reaffirm the Core Values and requires students to think about ownership of the concepts of honor and integrity of an Air Force Officer and the responsibility that comes with it.

Lesson Title: The Commission: An Officer's Responsibility

Lesson Objective: Value the importance of the commission and the responsibilities placed on all officers.

Description: This lesson is designed to educate and motivate students about their upcoming commissioning as officers in the United States Air Force. The students have already learned and been tested on the Oath of Office. Therefore, this lesson is all about the affective portion of the commissioning process. The lesson starts out by discussing the meaning of each segment of the oath of office, mainly, as a review; however, it is up to the instructor to add as much affective meaning as possible. The second half of the lesson discusses the commission and what it means to accept a commission in the United States Air Force. This portion should involve personal thoughts and feelings about accepting a commission and the journey the students are about to embark upon.

Lesson Title: The Department of Defense

Lesson Objective: Know the critical organizations and personnel in the Department of Defense.

Description: This reading identifies the role of the President and Secretary of Defense and describes the function of the Joint Chiefs of Staff. The lesson then defines Unified and Specified commands and gives their main purpose.

Lesson Title: The Enlisted Force

Lesson Objective: Know key elements of the enlisted force system.

Description: This lesson covers a basic history of the enlisted corps and the enlisted force structure. The lesson also discusses various roles and responsibilities of enlisted Airmen and Professional Military Education (PME) for enlisted Airmen.

Lesson Title: The Honor Code

Lesson Objective: Value the Officer Training School (OTS) Honor Code.

Description: The instructor will present a short overview of the OTS Honor Code. During the second portion of the lesson, students review cases and discuss whether or not an Honor Code or other violation has occurred. Each case presents a different slant on the Honor Code. The Air Force Core Values of "Integrity First," "Service Before Self," and "Excellence in All We Do," are woven throughout the lesson to emphasize the ties between the Honor Code and the Core Values.

Lesson Title: The Inspector General System

Lesson Objective: Know the Inspector General (IG) system and the IG programs.

Description: This reading gives the students general information on Air Force Inspector General (IG) Programs. The reading focuses on the purpose and policies of complaint programs, notably

the Complaints Resolution Program (CRP) and Fraud, Waste, and Abuse (FWA) program, the responsibilities of commanders and complainants, and the Air Force Inspection System (AFIS).

Lesson Title: The Profession of Arms

Lesson Objective: Comprehend the professional attributes and qualities of the Air Force officer.

Description: This lesson analyses the military as a profession. It looks at the responsibilities the military has to the United States. It also addresses why the students joined the military, what motivated them, and what will be expected of them.

Lesson Title: The Supervisor's "In Basket"

Lesson Objective: Respond to the significance of effective supervisory skills as a commissioned officer in the United States Air Force.

Description: The students are divided into small groups for the execution of this lesson. The intent of the lesson is to provide the students with an understanding of the role of an Air Force Officer as a supervisor. Specific experiences in individual decision-making and problem solving are included. Students must discover the interrelationships of various activities. Students learn that leadership and administrative problems do not have a single answer.

Lesson Title: The US Coast Guard

Lesson Objective: Know the core missions of the United States Coast guard (USCG).

Description: In this lesson students will learn the core missions of the Coast Guard and their unique chain of command.

Lesson Title: The US Constitution

Lesson Objective: Know the key ideas and distinct features of the US Constitution and how it relates to servitude to the nation.

Description: We swear to support and defend the Constitution when we give our oath during commissioning and as we increase in rank. It is our responsibility to know and understand our Constitution so we can defend it. The beginning of this lesson addresses the purpose and some of the philosophy behind the Constitution, while the second part breaks down some of the different elements of the Constitution for further understanding.

Lesson Title: Tuskegee Airmen Museum Visit

Lesson Objective: Value the importance of the extraordinary accomplishments the Tuskegee Airmen achieved while they were facing prejudice and discrimination.

Description: This event is designed to introduce the students to the significant historical role played by the famed Tuskegee Airmen.

Lesson Title: Understanding Publications

Lesson Objective: Know the purpose of the Air Force Publication System.

Description: Students will be introduced to the Air Force Publication System in accordance with *AFI 33-360V, Publications Management Program*. After becoming familiar with the purpose, origin, and criteria for publications, the students will learn about the various categories of publications and how changes are made to the publications.

Lesson Title: Uniform Code of Military Justice

Lesson Objective: Know selected articles of the Uniform Code of Military Justice (UCMJ) and rights of the accused.

Description: This lesson is an introduction to the military justice system. The lesson focuses on four articles of the UCMJ (articles 2, 7, 15, and 31). These articles identify who is subject to the UCMJ, the authority afforded commanders, and the rights of an accused person. The reading is an introduction to the military justice class.

Lesson Title: US Marine Corps

Lesson Objective: Know the organization and mission of the US Marine Corps.

Description: This lesson provides a brief overview of how the Marine Corps is organized and how it contributes to our national defense. The lesson covers the Marine Corps' concept "Marine Air Ground Task Force" (MAGTF) and how their war-fighting concept is centered on this concept.

Lesson Title: US Policy

Lesson Objective: Know the basic concepts of the US foreign policy process.

Description: This reading focuses on the different participants in the US foreign policy process. Special emphasis is given to the executive branch of government. The President, Department of State, and the National Security Council are all considered vital actors. The lesson also covers the legislative checks against presidential authority. The lesson concludes by briefly covering public opinion and the important impact it will have on our entire political system.

Lesson Title: USAF Major Commands

Lesson Objective: Know the mission and organization of Air Combat Command (ACC), Air Mobility Command (AMC), Air Force Space Command (AFSPC), Air Education and Training Command (AETC), Air Force Materiel Command (AFMC), Air Force Special Operations Command (AFSOC), Air Force Reserve Command (AFRC), Pacific Air Force (PACAF), United States Air Forces in Europe (USAFE), and Air Force Global Strike Command (AFGSC).

Description: This lesson provides an in-depth look at how Air Education and Training Command, Air Forces Special Operations Command, Air Force Materiel Command, Pacific Air Forces, and United States Air Forces in Europe are organized, and how they execute their missions. The lesson covers numbered air forces, reasons for its structure, and major responsibilities. This lesson provides an in-depth look at how Air Combat Command is organized and how it executes its mission. The lesson covers numbered air forces, reasons for its structure, and major responsibilities. Major responsibilities include support to theater commanders, nuclear deterrence, and develop theater air warfare tactics and doctrine.

Lesson Title: USAFRICOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Africa Command (USAFRICOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USCENTCOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Central Command (USCENTCOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USEUCOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US European Command (USEUCOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USNORTHCOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Northern Command (USNORTHCOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USPACOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Pacific Command (USPACOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: USSOUTHCOM Area of Responsibility

Activity Statement: Deliver briefings and participate in discussions about various aspects of culture and US interests in the US Southern Command (USSOUTHCOM) area of responsibility (AOR).

Description: This lesson provides an introduction to culture and US interests of the region covered by the unified combatant command. Since the lesson encompasses many different

countries and cultures, it is necessarily general in nature. The use of current events to bring out specific lesson points is encouraged, but without becoming overly focused on any specific country.

Lesson Title: Virtual Staff Ride: Battle of Roberts Ridge

Lesson Objective: Value the Battle of Roberts Ridge and the sacrifice of the military members involved.

Description: The purpose of this lesson is to employ the methodology of a virtual staff ride to present students with an understanding of leadership, decision-making, and the challenges of command. Students will address the application of air power in a complex modern battlefield environment and the enduring moral values that underpin the professional ethos of American men and women in uniform. Using video clips that include interviews with participants in the Battle of Roberts Ridge, computer simulated fly-throughs and other visual aids, the exercise will give students the opportunity to discuss why events unfolded as they did and how they might have happened differently. The lesson will progress through an understanding of the strategic situation in early 2002, the progress of Operation Enduring Freedom and the planning and preparation for Operation Anaconda. Then the lesson will look at the Battle for Roberts Ridge and the ensuing fight for control of the observation post on the top of Takur Ghar (tay-kur gahr) mountain. Through guided discussion the students will discuss the many varieties of air power and its synchronization with ground maneuver; how ethical considerations are embedded in tactical decisions; and the nature of leadership in an “improvised war”.

Lesson Title: Visioning

Lesson Objective: Comprehend the role of vision in mission accomplishment.

Description: This auditorium lesson is closely tied to the phasing philosophy and is a key event of transitioning the student wing from Phase 1 (directive) to Phase 2 (coaching.) This class is designed to be affective and provide the first positive motivation for the officer candidates in the first few weeks of training. The instructor will begin the lesson by introducing the Joel Barker video “Power of Vision.” Following the video, the instructor will review the main points of the video and lead the students through a visioning exercise.

Lesson Title: War and the US Military

Lesson Objective: Know the basic characteristics of war.

Description: The lesson outlines the characteristics and nature of warfare. Throughout the lesson, the instructor will cover the three enduring truths of war presented in Air Force Basic Doctrine Volume 1. After defining war, the lesson elaborates on the basic theme that war and politics are intertwined. Then the lesson explores conflict resolution and the four viewpoints on war. Next, we examine the seven elements of war. This part focuses on the different elements of analyzing war, such as methods employed in fighting the war or motives for going to war. This will ensure the students understand that the United States does not always fight in the same manner or for the same objectives.

Lesson Title: Wing Brief-Off

Lesson Objective: Apply the concepts of a military briefing.

Description: A select group of students participates in the Wing Brief-Off to determine the best briefer in the OT Wing.

Lesson Title: Writing Mechanics

Lesson Objective: Comprehend the impact correct grammar and punctuation usage has on effective writing and speaking.

Description: Students will review basic grammar and writing mechanic guidelines. AFH 33-337, *The Tongue and Quill* (T&Q) provides excellent guidance in this area to assist with military writing. Students are provided a personal copy of the T&Q and are encouraged to be familiar with the contents and apply its guidance.

Lesson Title: Your First Officer Assignment

Lesson Objective: Respond to the expectations of your first officer assignment.

Description: This lesson is designed to prepare the students for their first assignment. The class discusses travel arrangements and billeting, as well as what to expect when reporting to a new duty station and meeting your supervisor for the first time. The lesson closes with a discussion of base services and facilities available to military members and their families.

Lesson Title: Your First Officer Assignment in the Air National Guard

Lesson Objective: Respond to the expectations of your first officer assignment.

Description: This lesson is a guided discussion designed to prepare the students for their first assignment as an officer. It discusses specific challenges for officers in the Air National Guard.

Assessments (AS)

Lesson Title: Cultural Studies Pre-test

Lesson Objective: None

Description: This test is designed to evaluate students' knowledge of and openness to different cultures.

Lesson Title: Consolidated Written Test I (CWT #1)

Lesson Objective: None

Description: CWT #1 covers all testable academic material presented.

Lesson Title: Consolidated Written Test I Review

Lesson Objective: None

Description: In class review of CWT #1.

Lesson Title: Consolidated Written Test II (CWT #2)

Lesson Objective: None

Description: CWT #2 covers all testable academic material presented after CWT #1.

Lesson Title: Consolidated Written Test II Review

Lesson Objective: None

Description: In class review of CWT #2.

Lesson Title: Comprehensive Review Test

Lesson Objective: None

Description: Comprehensive test for students who fail to achieve 80% average on CWTs.

Orientation (OR)

Lesson Title: Academic Orientation

Lesson Objective: Comprehend the academic program at OTS.

Description: Introduce students to USAF educational practices to include levels of learning, study habits, and test taking tips.

Lesson Title: Education Briefing

Lesson Objective: Comprehend USAF educational programs.

Description: Describes the educational programs available to USAF officers.

Preparation (PR)

Lesson Title: Academic Preparation

Lesson Objective: None

Description: Trainee time to prepare for CWT #1 and seek assistance from Curriculum Area Managers (CAM) and Flt/CC.

Lesson Title: Academic Preparation

Lesson Objective: None

Description: Trainee time to prepare for CWT #2 and seek assistance from CAMs and Flt/CC.

Lesson Title: Comprehensive Test Academic Preparation

Lesson Objective: None

Description: Trainee time to prepare for comprehensive area test and seek assistance from CAMs and Flt/CC.

CHAPTER 4 – TRAINING

Section A – Training Overview

- 1. Content** – This chapter outlines the material to be covered in each training area of instruction with specific instructional objectives listed. OPR for this chapter is AMS/CC with input from Holm Center/CR.
- 2. Sequence** – Training sequencing will progress in accordance with the flow of the three-phased leadership development approach. OCs must satisfactorily complete all training prior to the end of the course.
- 3. Critiques** – The end-of-course critique (EOC) is forwarded to Holm Center/CR for action. Holm Center/CR reviews the critiques and forwards a package including historical data, current statistics and all officer candidate comments to Holm Center/CC, OTS/CMDT, and AMS/CC. AMS/CC will distribute the EOC throughout AMS as appropriate.
- 4. Asterisks** – Classes with an asterisk by the hour portion indicate a time difference in the classroom or study hours between AMS and Basic Officer Training (BOT).

ABBREVIATIONS

Syllabus Areas

AD – Administration
CT – Air Force Culture
DR – Drill and Ceremonies
FC – Formal Counseling
FL – Field Leadership
FT – Fitness Training

Teaching Methods (TM)

B – Briefing
Case – Case Study
GD – Guided Discussion
GL – Guest Lecture
IL – Informal Lecture
PE – Practical Exercise
SP – Student Performance
SM – Student Managed

Section B – Training Event Index

DRILL AND CEREMONIES (DR)				
AREA	EVENT	LOCATION	TM	CLASS HOURS
DR	Change of Command	Drill Pad	PE	6.00
DR	Change of Command Instruction	Drill Pad	IL	1.00
DR	Graduation Parade	Parade Field	PE	1.00
DR	Drill Block I, II, and III	Drill Pad	PE	5.00
DR	Open Ranks Inspection	Drill Pad	PE	2.00
DR	Open Ranks Instruction	Drill Pad	IL	2.00
DR	Parade Practice	Drill Pad	PE	6.00
DR	Retreat	Court Yard	PE	1.50
DR	MTI Expectations	AU	IL	0.50
	Total			25.00

FIELD LEADERSHIP (FL)					
AREA	EVENT	LOCATION	TM	STUDY HOURS	CLASS HOURS
FL	Air Expeditionary Field Exercise	Field	IL	0.00	44.00
FL	Wound Management	Field	IL	0.00	1.00
FL	Weapons Safety	Field	PE	0.00	0.50
FL	Small Unit Tactics 1A	Field	IL	0.00	1.00
FL	Small Unit Tactics 1B/C	Field	IL	0.00	1.00
FL	SERE CBT**	CBT	SM	1.00	0.00
FL	Field Communications	Field	IL	0.00	1.00
FL	Land Navigation Field Exercise	Field	IL	0.00	1.00
FL	IED/UXO ID and Reporting**	CBT	SM	1.00	0.00
FL	Air Base Defense	Field	PE	0.00	3.00
FL	Assault Course	Field	PE	0.00	2.00
FL	AEF Skills Training	Auditorium	PE	0.00	1.00
FL	Project X	Field	PE	0.00	3.00
FL	BELPs	Field	PE	0.00	8.00
FL	LRC/LCE In Brief	Auditorium	IL	0.00	1.00
FL	LRC (Key Event)	Field	PE	0.00	9.00
FL	LRC Reflective Paper	Dorm	SM	1.00	0.00
FL	AEF Exercise Intro	Auditorium	IL	0.00	1.00
FL	Ropes Course (Key Event)	Field	PE	0.00	9.00
FL	Land Navigation **	CBT	SM	1.00	0.00
FL	Base Defense Fundamentals	Auditorium	IL	0.00	2.00

FL	M-9 Qualification	Field	PE	0.00	8.00
FL	Confidence Course	Field	PE	0.00	3.00
	Total			4.00	99.50

ADMINISTRATION (AD)				
AREA	EVENT	LOCATION	TM	CLASS HOURS
AD	Additional Duty POC Meetings	Various	N/A	1.00
AD	End-of-Course Survey	Dorm	N/A	0.50
AD	Grad Week Overview	Various	IL	1.00
AD	Awards Ceremony	Auditorium	IL	1.50
AD	Spouse's Orientation	Various	IL	1.00
AD	Sexual Assault Survey	Dorm	N/A	0.50
AD	Awards Voting	Auditorium	N/A	1.00
AD	Out-processing	Dorm	N/A	1.50
AD	Pre-Departure Safety Briefing	Auditorium	IL	0.50
AD	OTS Commandant's Welcome	Auditorium	IL	0.50
AD	Procedures Briefing	Auditorium	IL	1.00
AD	Staff Introductions	Auditorium	N/A	0.50
AD	Safety Briefing	Auditorium	N/A	0.50
AD	Wing Photos	Auditorium	N/A	2.00
AD	OTS Commandant EOC Feedback	Auditorium	N/A	1.00
AD	PCS/Entitlements Brief	Auditorium	N/A	1.00
AD	DD214 Brief	Auditorium	N/A	1.00
	Total			16.00

AIR FORCE CULTURE (CT)				
AREA	EVENT	LOCATION	TM	CLASS HOURS
CT	Career Day	Various	N/A	2.00
CT	Commander's Challenge	Field	N/A	2.50
CT	State Oath Ceremony	Auditorium	SP	3.00
CT	Phase One Evaluation	Various	SP	3.00
CT	Community Service Project	Various	SP	6.00
CT	Dining In Overview	Auditorium	IL	1.00
CT	HAWK Challenge	PT Pad	SP	1.00
CT	Dining In/Out	Various	SP	5.00
CT	Dorm Instruction	Dorm	IL	1.00
CT	Dormitory Inspections	Dorm	PE	3.00

CT	Open House	Various	SP	2.00
CT	Senior Leader Perspective	Auditorium	IL	1.00
CT	Wake Up/Blue Line	Various	N/A	1.00
CT	Junior Officer Panel	Auditorium	IL	1.00
CT	SARC Briefing	Auditorium	GL	0.50
CT	Blood Drive	Auditorium	GL	3.00
	Total			36.00

FITNESS TRAINING (FT)				
AREA	EVENT	LOCATION	TM	CLASS HOURS
FT	Physical Fitness Diagnostic	Various	PE	3.00
FT	Physical Fitness Assessment	Various	PE	3.00
FT	Physical Training	Various	PE	20.00
FT	PT Fundamentals	Auditorium	IL	1.00
	Total			27.00

FORMAL COUNSELING (FC)				
AREA	EVENT	LOCATION	TM	CLASS HOURS
FC	AMS Feedback Process	Flight Room	N/A	1.00
FC	FLT/CC Welcome/Initial Interview	Flight Room	N/A	3.00
FC	FLT/CC Time/Leadership Feedback	Flight Room	N/A	14.00
FC	CC/DO Feedback	Auditorium	N/A	1.00
FC	Mid-Course TPR Feedback	Flight Room	N/A	4.00
FC	Final TPR Feedback	Flight Room	N/A	3.00
FC	LRC Debrief	Flight Room	N/A	1.00
	Total			27.00

TRAINING AREAS	STUDY HOURS	CLASS HOURS
DR	0.00	25.00
FL	4.00	99.50
AD	0.00	16.00
CT	0.00	36.00
FT	0.00	27.00
FC	0.00	27.00
HOURS	4.00	230.50

Section C – Training Event Descriptions

Drill and Ceremonies (DR)

DR- Lesson Title: Change of Command

Lesson Objective: Provide practical application of protocol, drill & ceremonies, and attention to detail lessons learned with weekly change of command ceremonies by student wing.

Description: This lesson is a series of half hour to 45 minute blocks over the six weeks of AMS training. Students are taught the procedures for change of command in the Honor Council/Change of Command lecture. These changes of command blocks represent the heritage of changes of command in the Air Force as a visual representation of authority passing from one person to another. Led by the AMS Commander or Director of Operations, the officer candidates are provided an opportunity to demonstrate appropriate protocol procedures and drill & ceremonies performance.

DR- Lesson Title: Change of Command Instruction

Lesson Objective: Know all required drill instruction to complete change of command ceremonies.

Description: This lesson provides students with all instructions necessary to complete the first AMS change of command. OCs will leave this class with an understanding of their expectations and any required verbiage pertaining to the change of command should they be selected for a leadership position.

DR- Lesson Title: Graduation Parade

Lesson Objective: Demonstrate ability to perform ceremonial drill.

Description: This is the final commissioning event and the final AMS event for OCs before dismissal from the AMS program upon graduation.

DR- Lesson Title: Drill Block I & II

Lesson Objective: Know all basic individual and transitory drill movements required on a day-to-day basis while at AMS.

Description: This lesson is divided into two one-hour blocks of instruction by the Military Training Instructors (MTIs). This lesson develops an awareness of drill and ceremonies for non-prior service students and serves as a refresher course for prior-service OCs. The explanation and demonstration phases are combined. When complete, officer candidates will be familiar with all basic individual drill movements (attention, parade rest, at ease, right/left face, about face, etc.) and basic stationary and transitory drill movements (column-of-files movements, column left/right, half step, etc.) as well as guidon procedures and specific AMS marching standards.

DR- Lesson Title: Open Ranks Inspections

Lesson Objective: Demonstrate correct procedures for open ranks inspection.

Description: Open Ranks Inspections provide the students the opportunity to demonstrate effective drill & ceremonies in open ranks inspections per AFMAN 36-2203. This block consists of three separate graded inspections that count towards the OCs final wing ranking. The first inspection is conducted by the MTIs. The second inspection is conducted by the FLT/CCs whom each inspect their respective Flights and the wing staff. The final inspection is conducted by the Command Staff.

DR- Lesson Title: Open Ranks Instruction

Lesson Objective: Know requirements for correctly performing open ranks inspection as student squadron member, element leader, flight operations officer, or flight officer-in-charge.

Description: This lesson provides the students with all information required to correctly participate in an open ranks inspection by AMS staff. OCs are taught open ranks procedures per AFMAN 36-2203 and all officer candidates are taught the procedures for all levels of squadron leadership in preparation for their AMS leadership position.

DR- Lesson Title: Parade Practice

Lesson Objective: Know all requirements for and practice graduation day parade.

Description: This period of instruction provides the OCs with the expectations for the final graduation parade and provides the students multiple opportunities to practice both with support from the MTIs and as student-led practice sessions.

Field Leadership (FL)

FL- Lesson Title: AEF Exercise

Lesson Objective: Provide students the opportunity to demonstrate all lessons learned at AMS.

Description: This 3-4 day deployment exercise is designed to serve as a capstone event to training at AMS. OCs are challenged to successfully manage all stages of a deployment including pre- and post-deployment processing lines, in order to fight and win a mock air war against an insurgency threatening an established friendly government. OCs are challenged to successfully execute numerous air tasking orders (ATOs) while facing various known and unknown external threats. Throughout the exercise, particular emphasis is placed on the integration of information learned throughout the previous four weeks of training, and its

application to the seven competencies of officership. This exercise also serves as a transition between the coaching and mentoring phases of the AMS training program and provides officer candidates the opportunity to start focusing on life after AMS and the expectations they will face after graduation.

FL- Lesson Title: AEF Skills Training

Lesson Objective: Be familiar with field skills necessary for AEF Exercise

Description: This course is designed to familiarize OCs with land navigation, Rope Bridge building, and other AEF field skills they will be expected to use during the AEF Exercise.

FL- Lesson Title: Leadership Reaction Course (LRC)

Lesson Objective: Apply the seven competencies of officership in a field training environment.

Description: This course consists of a number of scenarios and tasks to be completed by small groups under the pressure of time constraints. Each OC will be given the opportunity to lead an LRC event as a graded measurement of their ability to apply the seven competencies of officership to problem solving under time constraints. While the completion of the task is important, the focus of the feedback session is on the leader's performance and the group's performance as a whole. Though the LRC events are a graded leadership measurement for the leader, the instructor will guide the students through a group debrief following each event to provide feedback both to the leader on his/her strengths and weaknesses and to the group on their performance as a whole. The instructor should relate performance and lessons learned during LRC events to classroom lectures on group dynamics, conflict management, followership, and other critical learning areas.

FL- Lesson Title: AEF Exercise Mobility Line Processing

Lesson Objective: Familiarize OCs with mobility line processing.

Description: OCs receive familiarization on basic mobility line by going through a mock mobility line prior to departing for the AEF exercise. The mobility line will include basics like equipment checks, legal requirements, medical records review, and mission briefing for their training.

FL- Lesson Title: AEF Exercise Intro

Lesson Objective: Familiarize OC with AEF scenario

Description: This one hour informal briefing is held approximately one week prior to the AEF exercise. The briefing provides OCs with the basic scenario of AEF Exercise and gives basic guidance on formation of the student expeditionary wing. OCs in key leadership positions during the exercise are identified in order to begin preparation well in advance of the student deployment. OCs have the opportunity to ask questions, but are provided with limited guidance on specific actions in order to encourage creativity and initiative in planning and implementation of the exercise.

FL- Lesson Title: ROPES Course

Lesson Objective: Instill warrior ethos by building self-confidence, overcoming limitations, and building teamwork.

Description: OCs will navigate a series of high-ropes obstacles that help identify and overcome personal limitations and build self-confidence. OCs complete this course in

seminar format, building immediate camaraderie and teamwork within a new group, giving them the opportunity to demonstrate lessons learned throughout the program and grow beyond their flights to work together as a wing in preparation for the AEF exercise.

FL- Lesson Title: Project X

Lesson Objective: Apply concepts of followership, problem solving methods, communication, team building, and motivation techniques in a small group under time pressure. Trainees will also assess their role in the group and how they react to both the group and pressure.

Description: Project X consists of a number of tasks to be completed by a group under the pressure of time constraint. While completion of the task within the constraint is important, the focus of the feedback session is on how well the group performed.

FL- Lesson Title: War Gaming Exercise

Lesson Objective: Conduct a networked, computer based war gaming scenario.

Description: This exercise is designed as a capstone event to test the OCs ability to work together as a team, communicate, and develop strategic skills by conducting a networked, computer-based war gaming exercise. OCs are divided into small groups and provided with control over all Air Force assets assigned to a base. They are asked to work together under group and wing commanders to conduct an air campaign against an enemy force in a scenario closely mirroring real-world air battle operations.

Administration (AD)

AD- Title: Additional Duty POC Meetings

Description: This one-hour block allows AMS staff POCs to meet with student additional duty POCs to discuss the standards, requirements, expectations, and deadlines for various additional duties including safety officers, distribution officers, protocol officers, academic officers, and more.

AD- Title: End-of-Course Survey

Description: OCs provide feedback on their training experience via an automated web-based survey. Completion of survey is mandatory.

AD- Title: Sexual Assault Survey

Description: Trainees provide feedback on the enforcement of DoD, Air Force and OTS sexual assault polices via an automated web-based survey. Completion of survey is mandatory.

AD- Title: Background Paper Feedback

Description: This one-hour block provides the AMS staff the opportunity to return the first graded background paper to OCs and answer any questions or concerns students have on procedures or requirements in preparation for the second background paper assignment.

AD- Title: Award Voting

Description: AMS staff will brief OCs on the requirements for student-voted awards including Class Speaker and Citizen Airman. OCs will then be given an opportunity to vote for those awards. Results are announced at the Awards Banquet on Thursday of graduation week.

AD- Title: Out-processing

Description: This period is for OCs to out-process from the dormitory through the MTIs and AMS support staff. All accountable items will be returned to AMS and the dormitory will be checked for cleanliness. Special arrangements will be made with OCs who are staying in the dormitory through Saturday of graduation week.

AD- Title: Phase Briefing

Description: This informal lecture provides the students with the standards and expectations of performance that will apply to the student wing when the students receive Phase 2 status. This briefing is given to the students immediately following the CWT #1, in preparation for phasing. Students do not receive Phase 2 status at this time. This briefing reiterates the importance of maintaining the standards and lessons learned in Phase 1 of training, and sets up the students for success in Phase 2.

AD- Title: Procedures Briefing

Description: This in-processing briefing provides OCs with basic procedures and standards for conduct while at AMS.

AD- Title: Staff Introductions

Description: This one-hour period at the end of the first day of training introduces the student wing to the entire AMS staff. It begins with a short welcome by the OTS Commander and an introduction of the AMS Commander. The AMS Commander then in turn introduces each member of the AMS staff.

AD- Title: Wing Photos

Description: Photos are taken of each AMS Flight with their Flight Commander and MTI or Support NCO. OCs then have an opportunity to take individual commissioning photos.

Air Force Culture (CT)

CT- Title: Career Discussion

Description: OCs meet with commissioned officers in their projected AFSC for a two-hour small group discussion.

CT- Title: Commander's Challenge

Description: Crucible event with a focus on physical fitness and Air Force heritage.

CT- Title: Commissioning Ceremony

Description: This formal ceremony takes place before the graduation parade. Each OC will walk across the stage to receive their AFDD1 from the administering officer and their first set of gold bars from their FLT/CC. The reviewing officer administers the State Oath of Office and the student's friends and family can pin on the new Second Lieutenant.

CT- Title: Community Service Project

Description: OCs volunteer time to various projects in the local community as coordinated through the student wing and the AMS staff.

CT- Title: Dining In

Description: OCs experience camaraderie, military tradition, lessons on leadership from guest speakers, and celebrate their near completion of training by participating in a formal Air Force Dining In ceremony.

CT- Lesson Title: Dormitory Inspections

Lesson Objective: Inspect OCs on following detailed instructions on folding and placement of dorm room items.

Description: Scheduled dormitory inspections are carried out by the FLT/CCs on Training Days 2-4 to verify OC understanding of the dormitory maintenance manual and AMS dormitory standards. This lesson is designed to measure an OCs ability to follow detailed instructions and maintain established standards and is preparation for the full graded dormitory inspections carried out randomly by the MTIs during Weeks 2-6 of training.

CT- Lesson Title: Dormitory Maintenance

Lesson Objective: Provide students with opportunity to prepare dormitory for inspections.

Description: This consists of multiple short blocks of scheduled time for OCs to prepare dormitory for inspection prior to the beginning of each duty day.

CT- Title: Open House

Description: AMS Commander provides an overview of the AMS experience to families and guests of OCs. AMS campus is open for guests to your and have lunch on the base with officer candidates.

CT- Title: OTS/CMDT Feedback

Description: The OTS/CMDT will provide a senior officer perspective to the OCs and collect any concerns the class may have with the training provided.

CT- Title: Senior Leader Perspective

Description: OCs meet with senior leadership for a strategic-level, informal lecture or panel discussion for mentoring on issues of importance to the leadership, prior to the OCs graduation.

CT-Title: SNCO Perspective

Description: OCs meet with several SNCOs for a panel discussion for mentoring on issues of importance to SNCOs, prior to the OCs graduation.

CT- Title: State Oaths

Description: OCs meet as a flight in various locations around the base to take their State Oath of Office prior to the Commencement Ceremony. OCs may be sworn into their respective states, territories, commonwealths, or district by any commissioned officer meeting DOD requirements.

CT- Title: Wake Up/Blue Line

Description: Training Day 1 begins with the Blue Line ceremony where OCs make a commitment to the Air Force, Air National Guard, and AMS.

CT- Title: Sexual Assault Response Coordinator (SARC) Briefing

Description: The Base SARC will provide fundamental information on their function and sexual assault prevention and response basics within 48 hours of a new lower class arrival.

Fitness Training (FT)

FT- Lesson Title: Physical Fitness Diagnostic

Lesson Objective: Pass Air Force Physical Fitness Test

Description: This is the initial assessment of OCs fitness as measured against the DODI for accessions programs and AFI 36-2905.

FT- Lesson Title: Physical Fitness Assessment

Lesson Objective: Pass Air Force Physical Fitness Assessment

Description: This is the final assessment of OC fitness as measured against the DODI for accessions programs and AFI 36-2905.

FT- Lesson Title: Physical Training

Lesson Objective: Increase OC physical fitness.

Description: This block is scheduled time for wing physical fitness training conducted on the drill pad or the running track.

FT- Lesson Title: PT Fundamentals

Lesson Objective: Explain the physical conditioning fundamentals to give the OCs basic knowledge of fitness and nutrition for lifestyle changes.

Description: This period of instruction is used to explain to the class the rationale behind physical exercises, rotations, stretches, muscular strength, endurance exercises, and the PFB/PFA. The instructors will also explain the interval, tempo, long run, and light runs.

Formal Counseling (FC)

FC- Title: Final TPR Feedback

Description: FLT/CCs provide personalized, individual performance feedback to officer candidates at the end of training.

FC- Title: FLT/CC Initial Interview

Description: FLT/CCs meet with their flight to provide procedural guidance on the AMS program and distribute returnable textbooks. Additionally, FLT/CCs meet one-on-one with OCs and provide initial counseling.

FC- Title: FLT/CC Time and Leadership Feedback

Description: Provides the FLT/CC opportunities to counsel OCs individually, provide individual debriefings on graded measurements, or hold flight meetings.

FC- Title: Midterm Feedback

Description: FLT/CCs provide personalized, individual performance feedback to OCs at the mid-point of training.

CHAPTER 5 – COURSE TRAINING STANDARDS

Section A – Graded Measurements

1. **Purpose** – Provide OCs with a clear understanding of how they will be graded for all graded events. Failure in any graded measurement will result in counseling, and may result in Action Plans, Faculty Boards, or consideration for elimination from the AMS program.
 - 1.1 **Academic Events:** There are six academic graded measurements that determine “fit for commissioning” in the academic category. OCs must earn a final overall minimum academic average of 80% to be commissioned. Any score below 80% on any single graded measurement is considered an academic failure.
 - 1.2 **Graded Measurements:**
 - 1.2.1 Consolidated Written Tests – 60% (30% each)
 - 1.2.2 Written Assignments – 15% (Paper 1-5%, Paper 2-10%)
 - 1.2.3 Oral Briefings – 25% (Briefing 1-10%, Briefing 2-15%)
 - 1.3 **Physical Fitness Assessment (PFA):** OCs must complete two PFAs in accordance with AFI 36-2905. All officer candidates must receive a score within 10% of the minimum 75 overall score and be within 10% of the minimum of all components on Day 1 of training. OC’s who receive less than 75 or fail a component will be evaluated for continuation in training by the AMS/CC. Additionally, OCs must receive a minimum score of 75 with no component failures on the final PFA in order to be commissioned.
 - 1.4 **Leadership Reaction Course:** OCs will execute the LRC. OCs will be evaluated on how they lead their team and their ability to accomplish the mission they are given using the Leadership Competency Evaluation (LCE). OC’s who receive an UNSATISFACTORY score for their LRC event will be placed in phase one for 48 hours.
 - 1.5 **Leadership Position:** All OCs will perform duty in an evaluated leadership position with their flight or wing at some point during the training program. Evaluated leadership positions will be one of the following: Flight Leader, Flight Operations Officer, Squadron Commander, Group Commander, Vice Group Commander, Group Director of Staff, or AEF staff. Leadership positions rotate approximately weekly and are selected by the AMS staff. OCs will be rated by the AMS Staff on their performance within their leadership position and will receive formal written feedback and an overall rating of Unsatisfactory, Marginal, Satisfactory, Excellent, or Outstanding.

1.6 Participation: OCs must be present at all key training events. These events are meant to capture the Warrior Ethos and leadership qualities expected of AMS graduates.

1.6.1 The following key training events in the AMS program must be completed. Failure to complete any key events may have an impact on final wing ranking and awards.

1.6.1.1 Leadership Reaction Course (LRC): Students will be active and participate in all LRC events.

1.6.1.2 Commanders Challenge: Students must successfully complete all events.

1.6.1.3 ROPES: Students must successfully complete all events.

1.6.1.4 AEF Exercise: Students must successfully complete all events.

1.6.1.5 Dining In: Students will attend the event and ensure their behavior meets the qualities of professionalism expected of a commissioned officer.

Section B – Awards

1. Purpose – The awards and honors outlined below are guidance on the awards and honors available to OCs at AMS. Specific criteria used by the staff for determining winners of AMS awards and honors are outlined in appropriate AMS Operating Instruction. AMS staff reserves the right to remove any OC from eligibility for an award for cause. OCs who are returning to AMS after leaving an earlier class prior to graduation are generally ineligible for most awards, though their individual scores will factor into Honor Flight calculations for their flight.

2. Honor Flight

2.1. The AMS/CC has overall responsibility for the Honor Flight program.

2.2. One flight will be recognized for the overall best performance throughout the six weeks of training. Honor Flight competition is based on the “whole flight” concept and is an overall assessment of a flight’s performance. Honor Flight order of merit is based on a formula approved by the AMS/CC.

2.3. This flight will be recognized during the awards banquet, and will display the Honor Flight streamer during the commissioning parade.

3. Major General Winston P. Wilson Honor Graduate Award: Presented to the OC who demonstrates highest overall performance as the most outstanding student of the graduating class based on leadership performance, physical fitness, inspections, and academics. The Honor Graduate must excel mentally, morally, and physically while at AMS. The OC that is the number one overall student is eligible to receive this award.

4. **Distinguished Graduate (DG) Award:** Presented to those OCs who are selected by the faculty as ranking among the top ten percent of the student wing. To qualify for DG, OCs must excel mentally, morally, and physically while at AMS.
5. **Academic Achievement Award:** Presented to the OC who achieves the highest overall academic average among all OCs at AMS.
6. **Non-Commissioned Officers' Award:** Selected by the enlisted cadre on the AMS staff, this award is presented to the OC who best represents a leader that a noncommissioned officer would want to follow.
7. **Colonel Everett "Bud" Day Citizen Airman Award:** This award is presented to the individuals who demonstrates the ability to relate to people inside and outside of the military community, and whose character reflects the true meaning of the words Duty, Honor, and Country. One individual from each student squadron will be named an award winner. Each flight nominates one OC from their flight during the fifth week of training. Each student squadron will hold a vote to determine the winner of this award per squadron. The award winners will be announced at the awards banquet. For the purposes of the award, the words "Duty, Honor, Country" are defined as follows:
 - 7.1. Duty: Someone who has good military bearing, attitude, respect for others, and initiative.
 - 7.2. Honor: Someone with faith in others, personal integrity, and compassion.
 - 7.3. Country: Someone who is active in citizen relationships and who is responsive to the needs of others.
8. **Class Speaker Award:** This award is presented to the OC who best represents the sentiment and perspective of the student wing. Each flight nominates one OC from their flight during the fifth week of training. The student wing will hold a vote to determine the winner of this award. Once the class speaker is identified, the AMS/CC will meet with the class speaker to discuss speech content and direction. The class speech is delivered during the Commissioning Ceremony on graduation day.
9. **Physical Fitness Award:** This award is given to all OCs who earn a 100 on the final PFA and complete all PFA components. Award winners are announced and recognized at the awards banquet.

APPENDIX A - ACRONYMS

AD – Administration
AEF – Air & Space Expeditionary Force
AETC – Air Education and Training Command
AF – Air Force
AFI – Air Force Instruction
AFMAN – Air Force Manual
AMS – Academy of Military Science
ANG – Air National Guard
ANGRC – Air National Guard Readiness Center
APT – Academic Preparation Time
AS – Assessments
AU – Air University
CBT – Computer Based Training
CC – Commander
CMDT – Commandant
CS – Communication Skills
CWT – Consolidated Written Test
DG – Distinguished Graduate
DO – Director of Operations
DOD – Department of Defense
DOT – Day of Training
DPR – Drill Performance Review
DR – Drill and Ceremonies
FLT/CC – Flight Commander
FL – Field Leadership
FT – Field Training
IAW – In Accordance With
ISS – International Security Studies
LCE – Leadership Competency Evaluation
LRC – Leadership Reaction Course
LS – Leadership Studies
MTI – Military Training Instructor
NGB – National Guard Bureau
NCO – Non-Commissioned Officer
OC – Officer Candidate
OI – Operating Instruction
OPR – Office of Primary Responsibility
OTS – Officer Training School
OTSMAN – Officer Training School Manual
PA – Profession of Arms
PFA – Physical Fitness Assessment
PR – Preparation
PT – Physical Training
ROE – Rules of Engagement
SS/CC – Student Squadron Commander

TPR – Trainee Performance Report
T&Q – Tongue and Quill
UCMJ – Uniform Code of Military Justice
WS – Warfare Studies

APPENDIX B – MASTER TRAINING SCHEDULE

March 23, 2014 - March 29, 2014

March 2014							April 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

	23 Sunday	24 Monday	25 Tuesday	26 Wednesday	27 Thursday	28 Friday	29 Saturday	
		TD-1 UOD: ABUs	TD-2 UOD: ABUs Show Time: 044	TD-3 UOD: ABUs, Show time 044	TD-4 UOD: ABUs Show time: 054	TD-5 UOD: ABUs Show Time: 044		
7:00	AD - Arrival Day Hoover	CT-UOD Char Dormitory	DR - Drill Block 1 Drill Pad	CT-UOD Change/Dorm Main Dormitory	CT - Dorm Inspections Dorms	CT-UOD Change/Dorm Main Dormitory	CT-UOD Change/Dorm Main Dormitory	
8:00		FT-PFD Track		CS-AMS Writing Requirements Boyd	DR - Open Ranks Instruction Drill Pad	LS-Sexual Assault Prevention & Response Flight Room	WS-Air Force Doctrine Video Series	
9:00		FT-Height/Weight Measurement OTS Track	OTS Sat Boyd	SARC B Boyd	OR-Aca Boyd	PA - Air Force Core Values: The Flight Room		
10:00		CT-UOD Char Dormitory	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	
11:00		Demand Reduction Heritage Room	FC - FLT CC / Welcome Flight Room	FC-Flt/CC Time Flight Room	DR - Drill Block II Drill Pad	PA - The Profession of Arms Flight Room	Key Staff Change Over Demo AMS Conference Room	Read PA-Uniform Code of Military Justice
12 pm			LS-AMS Feed Flight Room	LS-The Honor Code Flight Room	PA-Military Customs & Courtes Boyd	LS-Stress Management and Resiliency Flight Room	AD - OTS CMTD Welcome Boyd	Read PA-Roles of Pres, Exec Branch, Congress & Civilian
1:00		AD - Staff Introductions Boyd	FT-PT Fundamentals Boyd	FC-Flt/CC Tim Flight Room	DR-MTI Boyd	CS - Listening: The Neglected S 803 Large	Read LS-Group Dynamics	
2:00			DR - Re Bomb R	Retreat Ceremo	Dinner Dining Fac	LS-Air Force Leadership 803 Large	Read WS-The Department of Defense	
3:00				Dinner Dining Fac	Retreat Ceremony	PA-AF Dress I 803 Large	CBT-Seven Steps to Effective Communication	
4:00	Dinner Dining Facility	Dinner Dining Facility				Dinner Dining Fac	Dinner Dining Facility	
5:00			PA - Suicide F	Read PA-Law of Armed Conflict	Read LS-Introduction to Leadership Theory		CBT CS-Grammar Refresher	
6:00		5:00am - 5:30am CT - Wake UP(Parade Field)	5:00am - 6:00am CT-Dorm Inspection(Dormitory)	5:00am - 5:50am FT - Fitness Training(PT Pad)	5:00am - 5:50am CT- Dorm Maintenance (Dormitory)	5:00am - 5:50am FT - Long Run(OTS Track)	5:00am - 5:50am PT - Fitness Training(OTS Track)	
		5:30am - 6:00am CT - Blue Line (Parade Field)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	
		6:00am - 7:00am Breakfast(Dining Facility)	7:00pm - 8:00pm LS - Religious Respect (GL)(Boyd - Chaplain)	7:00pm - 8:00pm CBT CS-Writing Mechanics	7:00pm - 8:00pm Complete CS-Listening Survey		7:00pm - 8:00pm CBT CS-Introduction to Military Corresp	
			8:00pm - 9:00pm Read PA-The US Constitution				8:00pm - 9:00pm Read LS-Air Force Smart Operations for the Twenty-Fir	
							8:00pm - 9:00pm Read LS-Air Force Smart Operations for the Twenty-Fir	
							8:00pm - 9:00pm Read LS-Air Force Smart Operations for the Twenty-Fir	
							8:00pm - 9:00pm Read LS-Air Force Smart Operations for the Twenty-Fir	
							9:00pm - 10:00pm Read WS-Department of the Army	
							10:00pm - 11:00pm Read PA-The Air Force Complaints Resolution an	

March 30, 2014 - April 05, 2014

March 2014							April 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

	30 Sunday	31 Monday	1 Tuesday	2 Wednesday	3 Thursday	4 Friday	5 Saturday
		TD-6 UOD: ABUs Show Time 0440	TD-7 UOD: ABUs Show time 0540	TD-8 UOD: ABUs Show time 0540	TD-9 UOD: ABUs Show time 0440	TD-10 UOD: ABUs Show time 0540	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	Confidence Course Blue Thunder	LS-Power and Influence Flight Room	WS-Principles of War & Tenet of Air Power Flight Room	CT-UOD Change/Dorm Maintenance Dormitory	FL - AMS Project X LRC	CBT-SERE
8:00			LS-Air Force Equal Opportunity Program Flight Room	LS-Team Building Flight Room	LS-Problem Solving Flight Room		
9:00			WS-War and the US Military Boyd				
10:00			WS-Department of the Air Force Flight Room	WS-Airpower Thru WWI Boyd	LS-Full-Range Leadership Flight Room	CT-UOD Change/Dorm Maintenance Dormitory	
11:00	Lunch Dining Facility	Trans from Confidence Course Lunch Dining Facility	Lunch Dining Facility	General Officer Perspective (GL) Hoover	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility
12 pm	Read WS-Making Strategy	LS - Self Assessment Boyd	ISS-The Need for Cross Cultural Competence Boyd	Lunch Dining Facility	WS-Air Force Functions Boyd	DR-Change of Command Drill Pad	Trans to OTS
1:00	Read LS-Introduction to Critical Thinking	LS-Motivation Boyd	ISS-Relating and Communicating Cross-Culturally Flight Room	LS-Management Functions and Principles Flight Room	FL-Proj X Pre-Brief/Intro to LCE Hoover	LS-Situational Leadership Hoover	Enlisted Heritage Hall Visit Gunter Annex
2:00	Read WS-USAF Major Commands	LS-Managing in a Diverse World Flight Room			Drill Block III Change of Command Practice Drill Pad	PR-APT CWT#1 TBD	
3:00	Read LS-Environmental Awareness		LS-Followership Boyd	FC-Fit/CC Time Flight Room	FC-Fit/CC POE Cube City	Visioning Hoover	Trans to Gunter
4:00	Complete DISC Preview	FC-Leadership Feedback Flight Room	FC-Fit/CC Time Flight Room	FT-Fitness Training PT Pad			
5:00	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility
6:00	Read LS-Air Force Smart Operations for the Twenty-First Century		Background Paper #1 Due				
	5:00am - 5:50am Dorm Prep/Shower/Change(Dorms)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 5:50am Dorm Prep/Shower/Change(Dorms)	5:00am - 5:50am Dorm Prep/Shower/Change(Dorms)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 5:50am Dorm Prep/Shower/Change(Dorms)	5:00am - 6:00am FT-Fitness Training(PT Pad)
	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 6:50am CT - Dorm Prep/Shower/Change(Dormitory)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)
	7:00pm - 8:00pm Read WS-Department of the Army	6:00am - 6:30am Box Breakfast(Dormitory)					
	8:00pm - 9:00pm Read PA-The Air Force Complaints Resolution and Fraud, Waste, and Abuse Programs						

April 06, 2014 - April 12, 2014

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	6 Sunday	7 Monday	8 Tuesday	9 Wednesday	10 Thursday	11 Friday	12 Saturday
		TD-11 UOD: ABUs	TD-12 UOD: ABUs	TD-13 UOD: ABUs	TD-14 UOD: ABUs	TD-15 UOD: Blues	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	CWT #1 Boyd	CT-UOD Change/Dorm Maintenance Dormitory	Transit to BELPS	Transit to BELPS	Box Breakfast	CT-UOD Change/Dorm Dormitory
8:00			ISS-USEUCOM Area of Responsibility Hoover	BELPS	M-9 Qualifica	LS-Leadership Authority and Responsibility Flight Room	Blood Drive OTS Campus
9:00			PA-AF Dress & Appearance Standards Part II Hoover				
10:00		CWT #1 Review Flight Room	ISS-USNORTH Area of Hoover			PA-Military Law (GL) Boyd	
11:00	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	MRE Lunch Field	MRE Lunch Field	Lunch Dining Facility	Lunch Dining Facility
12 pm		CS-Basics of Briefing Boyd	ISS-Cultural Visual Expeditionary Skills Training (VEST) Flight Room			DR-Change of Command Drill Pad	CBT-CS Understanding Publications
1:00	Tuskegee Airmen Movie Flight Room	CS-AMS Briefing Requirements Boyd				CS-Bullet Statements Hoover	Read PA-Information Assurance, Computer Security & Information Operations
2:00		ISS-USAFRICA Area of Boyd	POE - REDO Flight Rooms			ISS-USPACOM Area of Responsibility Hoover	Read PA-Civilian Personnel
3:00		ISS-USCENTC Area of Boyd				ISS-USSOUTHCOM Area of Responsibility Hoover	Complete Bullet Statement Practicum Homework
4:00		FC-Leadership Feedback Flight Room	FC-Flight Commander Time Flight Room	Transit to OTS	Transit to OTS	Flight Operations Time Flight Room	
5:00	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility
6:00	CBT CS-Military Briefings	Retreat Ceremony Bomb Run					
6:00am - 7:00am	Breakfast(Dining Facility)	Breakfast(Dining Facility)	5:00am - 6:00am FT-Fitness Training(PT Pad)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	5:00am - 6:30am CT-Commander's Challenge(PT Pad)	5:00am - 6:00am FT-Fitness Training(PT Pad)
7:00pm - 8:00pm	Read FT-IED/UXO ID_Reporting		6:00am - 7:00am Breakfast(Dining Facility)				6:00am - 7:00am Breakfast(Dining Facility)
8:00pm - 9:00pm	Read FT-Land Navigation						

April 13, 2014 - April 19, 2014

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	13 Sunday	14 Monday	15 Tuesday	16 Wednesday	17 Thursday	18 Friday	19 Saturday
		TD-16 UOD: ABUs	TD-17 UOD: Blues	TD-18 UOD: ABUs	TD-19 UOD: ABUs	TD-20 UOD: ABUs	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	CT-UOD Change/Dorm Maintenance Dormitory	CS-Regional Studies Informational Briefings Flight Room	CT-UOD Change/Dorm Maintenance Dormitory	OC OPS/APT Flight Room	CT-UOD Change/Dorm Maintenance Dormitory	CT-UOD Change/Dorm Maintenance Dormitory
8:00		CS-Bullet Statement Practicum Flight Room		LS-Conflict Management Flight Room	LS-The Caine Mutiny Flight Room	LS-12 Angry Men Flight Room	Trans to Tuskegee
9:00		FC-Leadership Feedback Flight Room		LS-Corrective Supervision and Counseling Flight Room			Tuskegee Airmen Museum Visit
10:00							
11:00	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Trans to OTS
12 pm	Read PA-Substance Abuse Control Program	LS-Change Management Flight Room	CS-Regional Studies Informational Briefings Flight Room	LS-Sexual Harassment Awareness Flight Room	CS-Public Relations and the Media Flight Room	DR-Change of Command Drill Pad	Lunch Dining Facility
1:00	Read PA-Etiquette and Decorum	PA - The Enlisted Force Boyd	WS-Airpower: End of WWI through WWII Boyd	WS-Cyberspace Flight Room	PA-Professional and Unprofessional Relationships Boyd	WS-Airpower Through the Cold War Part II Hoover	CBT CS-Electronic Communication
2:00	LS-AMS Peer Performance Feedback I	FL-AEF Exercise Overview/Pre-Brief Boyd			CT-Junior Officer Perspective Boyd WASHINGTON, CURTIS J SR GS-05	PA-Professional and Unprofessional Relationships Flight Room	WS-Airpower in the Hoover
3:00		PA-Military Law Case Flight Room	FC-Flt/CC Time Flight Room		WS-Airpower Through the Cold War Part I Boyd	WS-Air and Space Power Hoover	
4:00		FC-Flt/CC Time Flight Room	POC meeting Various flight rooms	FC-Flt/CC Time Flight Room	FC-Flt/CC Time Flight Room	ISS-Terrorism Hoover	
5:00	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility
6:00	Read PA-Oath of Office	ISS-Setting the World Stage READING	Background Paper #2 Due				
	6:00am - 7:00am Breakfast(Dining Facility)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 6:00am FT-Fitness Training(PT Pad)
	7:00pm - 8:00pm Read WS-Nuclear Operations	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)
	8:00pm - 9:00pm Read WS-Setting the World Stage						
	9:00pm - 10:00pm Read LS-Risk Management						

April 20, 2014 - April 26, 2014

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	20 Sunday	21 Monday	22 Tuesday	23 Wednesday	24 Thursday	25 Friday	26 Saturday
		TD-21 UOD: Service Dress	TD-22 UOD: Blues	TD-23 UOD: ABUs	TD-24 UOD: ABUs	TD-25 UOD: Service Dress	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	CT-UOD Change/Dorm Maintenance Dormitory	CS-Advocacy Briefings Flight Room	CT-UOD Change/Dorm Maintenance Dormitory	CT-UOD Change/Dorm Maintenance Dormitory	DR-Parade Practice I Drill Pad	Community Service TBD
8:00		WS-Citizen Airmen: The Total Force Boyd		PA-Financial Briefing (USAA) (GL) Boyd	LS-Career Progression in the Air National Guard Boyd		
9:00				PA-Defense Support of Civil Authorities (GL) Boyd	LS-Enlisted Evaluation System Boyd	CT-UOD Change/Dorm Maintenance Dormitory	
10:00		WS-Joint Operations Boyd			LS-Effective Supervision Hoover	LS-Evaluation Concepts Flight Room	
11:00	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	
12 pm	Read WS-US Marine Corps	AD-Wing Photos Hoover	Midcourse Feedback Flight Room	CS-Advocacy Briefings Feedback Flight Room	WS-Air and Space System Capabilities Boyd	LS-Joint Ethics (GL) Hoover	Key Staff Change Over AMS Conferenc
1:00	Read WS-Department of the Navy				LS-Counseling and Practicum Flight Room	LS-Standards and Accountability Flight Room	DR-Open Ranks Inspection Drill Pad
2:00	Read WS-US Policy		FC-Fit/CC Time Flight Room			Change of Command Drill Pad	PA-Air & Space Hoover
3:00			LS-Performance Feedback Boyd				WS-Army/Navy/Marine Corps Panel (GL) Boyd
4:00		FC-Leadership Feedback Flight Room	AD-DD 214/PCS Boyd		PA-ANG Pay, Allowances and Leave Boyd	PR-APT CWT#2 Flight Room	
5:00	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility
6:00			Read: LS - Officer Evaluation System Reading				
6:00am - 7:00am	Breakfast(Dining Facility)	5:00am - 6:00am FT-Physical Training(PT Pad)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am FT-Physical Training(PT Pad)	5:00am - 6:00am FT-Physical Training(PT Pad)	5:00am - 6:00am CT-UOD Change/Dorm Maintenance(Dormitory)	5:00am - 6:00am CT-UOD Change/Dorm Maintenance(Dormitory)
		6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)

April 27, 2014 - May 03, 2014

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5					1	2	3
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

	27 Sunday	28 Monday	29 Tuesday	30 Wednesday	1 Thursday	2 Friday	3 Saturday
		TD-26 UOD: ABU	TD-27 UOD: ABUs	TD-28 UOD: ABUs	TD-29 UOD: ABUs	TD-30 UOD: ABUs	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	CWT #2 Hoover	CT-UOD Change/Dorm Maintenance Dormitory	FT-Physical Fitness Assessment OTS Track	Trans to LRC	Trans to LRC	CT-UOD Change/Dorm Maintenance Dormitory
8:00			PA-Virtual Staff Ride: Battle of Roberts Ridge Boyd		LRC LRC	LRC LRC	
9:00				CT-UOD Change/Dorm Maintenance Dormitory			
10:00		CWT #2 Review Flight Room	FC-Leadership Feedback Flight Room	Flit CC Time Flight Room			
11:00		Lunch Dining Facility	Lunch Dining Facility	Lunch Dining Facility	MRE Lunch	MRE Lunch	Lunch Dining Facility
12 pm		WS-Force Packaging Flight Room	LS-The Supervisor's "In-Basket" Flight Room	PA-Noncommissioned Officer Perspective (GL) 803	Flit CC Time Flight Room	Key Staff Change Over AMS Confernc	
1:00		LS-Leadership and Management Case Studies Flight Room		AD-Grad Week 803	Trans to Wargaming Center	DR-Change of Command Drill Pad	LRC Feedback Fligh Rooms
2:00				PA-Your First Officer Flight Room	Air Force Employment Exercise (AFEX) TBD	LS-AMS Peer Performance Feedback II	
3:00		FL - Expeditionary Skills OTS Track	FL-Base Defense Fundamentals Hoover	AD - Sexual Assault Hoover			
4:00				AD - Awards Voting Hoover	Trans from Wargaming Center	Chaplain PreDeployment Brief Hoover	
5:00	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility	Dinner Dining Facility
6:00							
	6:00am - 7:00am Breakfast(Dining Facility)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am FT-Fitness Training(PT Pad)	5:00am - 6:00am FT-Height/Weight Measurement(PCC)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am CT-Dorm Maintenance(Dormitory)	5:00am - 6:00am FT-Fitness Training(PT Pad)
		6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)
					10:00pm - 11:00pm Dinner(Dining Facility)	10:00pm - 11:00pm Dinner(Dining Facility)	

May 04, 2014 - May 10, 2014

May 2014						June 2014							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30					

	4 Sunday	5 Monday	6 Tuesday	7 Wednesday	8 Thursday	9 Friday	10 Saturday
		TD-31 UOD: ABUs	TD-32 UOD: ABUs	TD-33 UOD: ABUs	TD-34 UOD: ABUs	TD-35 UOD: ABUs	
7:00	CT-UOD Change/Dorm Maintenance Dormitory	Trans to Ropes	DSCA Exercise Urban Training Facility	DR-Parade Practice Welch Field	AEF/ORE Scenarios	AEF/ORE Scenarios	Clean-Up/Dorm
8:00		Ropes Blue Thunder					
9:00							Trans to OTS Complex
10:00				Transition to AEF			
11:00		Lunch MRE	Lunch MRE	Lunch MRE	Lunch MRE	Lunch MRE	Lunch Dining Facility
12 pm				VW set up/ Assault course Safety Brief			DR- Parade practice Welch Field
1:00							
2:00							
3:00							
4:00		Trans to OTS					
		Leadership feedback Flight Room					
5:00		Dinner Dining facility	Dinner Dining Facility	Dinner Hot meal	Dinner Hot Meal	Dinner Hot Meal	Dinner Dining Facility
6:00		DSCA Prep	DSCA Wrap up Urban training Facility				
	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(MRE)	6:00am - 7:00am Breakfast (MRE)	6:00am - 6:30am Breakfast (MRE)

May 11, 2014 - May 17, 2014

May 2014							June 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30					

	11 Sunday	12 Monday	13 Tuesday	14 Wednesday	15 Thursday	16 Friday	17 Saturday
		TD-36 UOD: Blues	TD-37 UOD: Blues	TD-38 UOD: Blues			
7:00	CT-UOD Change/Dorm Maintenance Dormitory ▲	CT-UOD Change/Dorm Maintenance Dormitory ▲	Out-Processing; Dormitory ▲ AD-Pre-Depa Safety Hoover	OT OPS/APT ▲			
8:00		Career Day Flight Room	DR-Parade Practice II Welch Field	CT-Commissioning Ceremony Various			
9:00							
10:00		PA-The Commission: An Officer's Responsibility Hoover	Lunch Dining Facility	DR-Graduation Parade Welch Field			
11:00	Lunch Dining Facility	Lunch Dining Facility	CT-Open House OTS Campus	CT-Spouse's Orientation	Congrats 2d Lts!		
12 pm		AD-OTS Commandant EOC Feedback Hoover					
1:00		Final TPR Feedback Flight Room	AMS Squadron Awards Ceremony Hoover				
2:00		DR-Saber/Key Personnel Parade Practice Drill Pad					
3:00							
4:00		AD-End Survey Flight I					
5:00	Dinner Dining Facility	Flight Dinners	Dinner Dining Facility				
6:00			Dining Out				
	6:00am - 7:00am Breakfast(Dining Facility)	5:00am - 6:00am FT-Long Run(PT Pad)	5:00am - 6:00am Breakfast(Dining Facility)	6:00am - 7:00am Breakfast(Dining Facility)			
		6:00am - 7:00am Breakfast(Dining Facility)					