

Pre-Commissioning Training

OFFICER TRAINING SCHOOL

September 2015



COURSE SYLLABUS

Jeanne M. Holm Center for Officer Accessions and Citizen
Development

This is to certify that the curriculum described in this Officer Training School (OTS) Curriculum Plan fulfills the education and training requirements needed to achieve the proficiency levels specified in AFI 36-2014, *AF Commissioning Education*, the Air University Continuum of Education, and CJCSI 1800.0 I E, *Officer Professional Military Education Program* (Appendix B to Enclosure E, Precommissioning and Primary Joint Professional Military Education) and other pertinent higher headquarters guidance. This syllabus, in conjunction with the Total Force Indoctrination Training course syllabus prescribes the course content, instructions to conduct the training, and the time necessary to successfully complete all requirements. Active duty and reserve component cadets must complete all requirements in both syllabi. Authority for the execution of this syllabus is delegated to the Commandant, Officer Training School (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 Commander, Air Force Reserve Officer Training Corps (AFROTC/CC)) and prior approval of Holm Center/CC. Route suggestions using the chain of command to the OTS/CMDT and Holm Center/CR.

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OFFICIAL

This Syllabus is effective with 24 TRS Class 16-02

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AY 15-16 Syllabus Summary of Changes

COURSE DESCRIPTION

Course Title: Changed to Total Force Officer Training

Course Number: Changed to TFOT- MOTS-005

Class Length: Separates program into two parts, a 40 day TFOT and 7 day Total Force Indoctrination Training (TFIT) course. This syllabus addresses the 40 day TFOT, which must be conducted in conjunction with the 7 day TFIT for active duty and reserve cadets.

Stages: Changed from Phases to avoid confusion with privilege status

Table 1.1 Training Hours: Changed significantly due to changes in Chapters 3 and 4

COURSE ADMINISTRATION

Graded Measurements: Removed Consolidated Review Test, added Leadership Position and moved EOC evaluation and PFA to graduation requirements

Table 2.3 GPA: Weighting adjusted

Awards: Removed Honor Graduate Award, Mini-MAC Award, and War Gaming Award; added NCO award

COMMUNICATION STUDIES

CBTs: Removed grammar/writing

Bullet Statement Practicum: Revised based on Tongue and Quill changes

LEADERSHIP STUDIES

Air Force Core Values: The Bedrock of Professionalism and Character: Revised lesson replaces Air -Force Core Values: The Price of Admission, incorporates new exercise, added content on -professionalism and character

Air Force Leadership: Incorporated changes to organizational competencies

Stress Management and Resiliency: Incorporated Comprehensive Airmen Fitness terminology throughout lesson

Team Building: Slide corrections

Air Force Equal Opportunity Program: Updated policy

Corrective Supervision and Counseling: Grammatical changes

The Supervisor's "In-Basket": Corrected content error in lesson plan

PROFESSION OF ARMS

Military Justice: Updated references

Civilian Personal: Updated references

Oath of Office: Added video for use as motivation or closure

Ethical Decision-Making Case Studies: Grammatical changes

Airmanship: Grammatical changes

WARFARE / INTERNATIONAL SECURITY STUDIES

Principles of War and Tenets of Air Power: Updated references

Making Strategy: Added current references and examples

Terrorism: Added information on ISIS

Joint Operations: Updated references

Setting the World Stage: Updated based on 2015 briefing from director of National Intelligence and the 2015 National Military Strategy

Cultural Studies Pre-Test: No longer a requirement of AF Language and Culture Center

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

USCENTCOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

USPACOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

USAFRICOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

USEUCOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

USSOUTHCOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

USNORTHCOM Area of Responsibility: Updated with new regional partnership information, added updated information and revised format and information on Comm Studies plan updated

NON-ACADEMIC TRAINING

Inspections, Drill and Ceremonies: Drill reduced significantly due to TFIT preceding TFOT

Field Training: Combatives added; Field Skills lessons consolidated; hours on many events adjusted to realistic scheduling requirement; reduced PT to 20 hours; consolidated AEF and MARE/EMLEX hours

Administration: Many hours reduced due to in-processing occurring for many during TFIT and ANG cadets arriving with uniforms

Progressive Milestones: Dining-Out altered to allow for Dining-In should security or class size require it. Some events annotated with accurate time cadets spend executing event

Additional Optional Items: New category containing events that are desired time-permitting but not required

CHAPTER 1

COURSE DESCRIPTION

1.1 Course Title—Total Force Officer Training

1.2 Course Number—TFOT-MOTS-005. PDS Code MOTS005

1.3 Location—Maxwell AFB AL

1.4 Duration—40 Training Days

1.5 Course Entry Prerequisites—IAW AFI 36-2013, ANGI 36-2005 Chapter 2 paragraph 2.1, Officer Training School (OTS) and Enlisted Commissioning Programs (ECPS). Total Force Indoctrination Training for Active Duty and Reservists.

1.6 Status Upon Graduation—Graduates of the course are commissioned as Second Lieutenants in the United States Air Force (AF). Cadets complete the AF Form 133 and are awarded a commissioning certificate. National Guard students will also complete the National Guard Bureau (NGB) Form 337 and receive a commission from their respective states, territories, commonwealths, or districts. The graduate is ready to enter follow-on AF training programs or proceed to direct duty assignments. Specifically, graduates will have satisfactorily met all requirements specified in AFI 36-2014, *Commissioning Education Program*, CJCSI 1800.01D, Officer Professional Military Education Program (OPMEP) and the Pre-commissioning requirements of the Air University Continuum of Officer and Enlisted Professional Military Education Strategic Guidance.

1.7 Course Objective—Commission men and women for duties as Air Force officers.

1.8 Course Implementation—The course is organized in four stages: Orientation, Development, Application, Transition.

1.9 Stages—Cadets progress through the following four stages of leadership development.

1.9.1 Stage 1 (Orientation): In this stage, cadets focus on teamwork, teambuilding, discipline, and standardization. This stage provides cadets the shared common experience in military training to include drill, marching and inspections that teach attention to detail and the need to form and operate as a team. Additionally in this stage, cadets further develop their understanding of the fundamentals of leadership, military management, and the profession of arms. They gain an appreciation of the history and heritage of the Air Force and begin to understand and contribute to the Airman culture. Lastly, cadets learn basic combat skills and the importance of cross-cultural competence. OTS Staff is highly directive during this stage. The orientation stage culminates in a “Period of Evaluation” event in which cadets earn Stage 2 Status.

1.9.2 Stage 2 (Development): During this stage, cadets establish a working relationship with each other and begin to lead their peers and make decisions. OTS Staff uses a coaching style and

provides directional feedback on cadet performance which reinforces concepts presented in OTS curriculum. This stage culminates in a Commander’s Challenge in which cadets earn Stage 3 Status.

1.9.3 Stage 3 (Application): This stage focuses on the practical application of lessons learned in the previous stages, further increasing the cadets’ level of competence and decision making. Cadets continue to experience the pressures of leadership and command through their participation in training as well as leading their peers via their flight, squadron and Group or Wing positions. Also in this stage cadets are evaluated on field leadership and followership roles during both the Leadership Reaction Course (LRC) and Air Expeditionary Force (AEF) mock deployment exercise. During this stage, OTS Staff continues to provide feedback to cadets while assuming a mentoring role. This stage culminates generally after cadets return from AEF and is approved by their unit leadership with recommendations from the OTS Staff.

1.9.4 Stage 4 (Transition): This final stage of the program prepares the cadets to make the transition from a training environment to their next duty assignment through continued staff and peer feedback. Cadets complete the program with an understanding of their individual leadership strengths and weaknesses.

Table 1.1 Training Hours

AREAS	Study Hours	Class Hours
Academic Assessments	4.00	7.00
Additional Optional Items	0.00	16.00
Administration	0.00	37.25
Communication Studies	13.50	22.00
Drill & Ceremonies	0.00	21.50
Field Training	0.00	128.00
Progressive Milestones	0.00	53.50
Leadership Studies	37.50	69.00
Profession of Arms	29.00	24.00
Warfare Studies/International Security Studies	42.00	40.00
Orientation	0.00	1.00
Preparation	0.00	2.00
TOTAL HOURS	126.00	421.25

CHAPTER 2

COURSE ADMINISTRATION

2.1 Syllabus Management

2.1.1 Syllabus Interpretation - This syllabus is directive in nature. Unit Commanders are 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 Unit Commanders to provide the correct guidance on the syllabus.

2.1.2 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. Unit Commanders 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.

2.1.3 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, Unit Commanders will determine if the omitted training can be accomplished later in the syllabus flow without adversely affecting the quality of training. Syllabus deviations with Unit Commander-directed corrective actions will be documented and forwarded to OTS/CMDT and Holm Center/CR for review following each stage of training.

2.1.4 Syllabus Review - This syllabus will be reviewed annually by representatives from OTS 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 OTS.

2.2 Graded Measurements

2.2.1 Graded Measurements. The following are descriptions of graded measures, graduation requirements and grade point average calculations for the course. All graded measurements are outlined in Table 2.1.

2.2.2 Informative Background Paper: The Informative Background Paper is a research paper that coincides with the Informative Briefing and provides information on regional areas around the world with interests to the national security of the United States.

2.2.3 Informative Briefing: The purpose of an informative briefing is to provide information to the audience. This specific informative briefing will be on a region or country. The intent is not to give a current events briefing or advocate for or against US involvement in the area, but solely to inform the audience on the area. Cadets will be evaluated on how well they present the information as well as compliance with military briefing guidelines and standards.

2.2.4. Advocacy Brief Position Paper: The Position Paper is a research paper that coincides with the Advocacy Briefing and also seeks to influence and alter the beliefs, feelings or behavior of the reader.

2.2.5 Advocacy Briefing: Advocacy Briefings are individual briefings that seek to influence and alter the beliefs, feelings or behavior of the listener. Cadets will give an Advocacy Briefing and will be evaluated on how well they present the information and how effectively they advocate their position.

2.2.6 Consolidated Written Test (CWT) #1/#2: The CWT is a multiple choice test that is derived from academic lectures. The CWT questions are derived from Samples of Behaviors from each lecture.

2.2.8 Leadership Reaction Course (LRC): The LRC is a course designed to provide cadets the opportunity to display individual leadership and followership traits, lead teams and problem solve in a time-sensitive environment. LRC consists of scenario based missions where cadets are evaluated on how well they lead their team and their application of academic concepts to the problem solving environment.

2.2.9 Air Expeditionary Force (AEF)/Emergency Management Leadership Exercise (EMLEX)/ Leadership Position: Each cadet will have their leadership competencies evaluated in either a Cadet Wing leadership position, an EMLEX leadership position, or an AEF leadership position.

2.2.10 Mid-Course FLT/CC Evaluation: Feedback is given to cadets at the mid-point of training. This counseling summarizes the overall performance of each cadet within that training time period. Cadets failing the Mid-course will be placed in Special Monitoring Status (SMS) for Lack of Adaptability (LOA).

Table 2.1 Graded Measurement Criteria

Graded Measurement	Minimum Score	Additional Criteria
Informative Briefing	80	Must pass all critical areas
Informative Paper	80	
Advocacy Briefing	80	Must pass all critical areas
Advocacy Position Paper	80	
CWT#1	80	
CWT#2	80	
LRC	12	Must pass all critical areas
Leadership Position	P/F	Cadet Wing/EMLEX/AEF
Mid-Course Evaluation	P/F	Must meet standards in all major areas

Table 2.2 Graduation Requirements

Graded Measurement	Minimum Score	Additional Criteria
GPA	80	See table 2.3
LRC/ELPS*	12	Must pass all critical areas and meet minimum standards in one of the two evaluations.
PFA	75	Must meet minimum requirements for each component
EOC Evaluation	P/F	Must meet standards in all major areas

*ELPS as required for LRC failure or exemption

2.2.12 Grade Point Average (GPA): Each cadet’s GPA will be calculated by adding the following six Graded Measurements (all using numeric scores out of 100 possible points) in the specified percentages below.

Table 2.3 GPA Calculation

Graded Measurement	Numeric GPA Value
CWT#1	.20
CWT#2	.30
Informative Briefing	.10
Informative Paper	.10
Advocacy Briefing	.15
Advocacy Position Paper	.15

2.3 Awards

2.3.1 Top Graduate Award—The cadet who demonstrates the highest overall performance in the training program receives this award.

2.3.2 Leadership Award (USAA/Col Bud Day)—The award is given to the cadet who embodies confidence to stand alone, courage to make tough decisions and the compassion to listen to others. Each flight will nominate a member for this award to their respective SS/CC using the AF IMT 1206, following the guidelines set by SS/CCs.

2.3.3 Citizen Award (Dick Scobee)—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 will nominate a member for this award to their respective SS/CC using the AF IMT 1206, following the guidelines set by SS/CCs.

2.3.4 Human Relations Award (Gen Chappie James)—The cadet who best demonstrates good human relations and equal opportunity, as defined in the DoD Human Goals Proclamation, receives this award. Each flight will nominate a member for this award to their respective SS/CC using the AF IMT 1206, following the guidelines set by SS/CCs.

2.3.5 Academic Achievement Award (Thomas Jefferson)—This award goes to the cadet with the highest average score on OTS academic measurements (Highest GPA).

2.3.6 OTS Fitness Award—The award is given to the male and female cadet who have demonstrated exceptional physical fitness by having the highest average fitness assessment score in the class. The cadets must have participated in all fitness measurements. If multiple cadets received the same average score, then ties will be broken using the PFA run time. The lowest run time will determine the winner of this award.

2.3.7 Briefing Award (Maj Gen Jeanne M. Holm)—This is awarded to the cadet who demonstrates the most outstanding briefing skills.

2.3.8 Noncommissioned Officers' Award—This award is selected by the enlisted cadre and is presented to the cadet who best represents a leader that a noncommissioned officer would want to follow.

2.3.9 Drill Competition Award—The flight who demonstrates the highest proficiency in military drill receives this award.

2.3.10 Distinguished Graduate (DG) Program—The OTS/CMDT will designate OTS graduates for DG status IAW AFI 36-2013. DGs are selected by overall performance throughout all aspects of training and graded measurements. Up to 10% of the squadron's annual enrollment may be designated DG. In addition, a DG candidate must exemplify the "whole person" concept. This concept is the overall assessment of a cadet's performance and character, which is observed by their Flight Commander (Flt/CC), peers, and the OTS staff, which embodies, but is not limited to, the following attributes: officership values (integrity, pride, loyalty, self-discipline, initiative, selflessness, patriotism, and courage); leadership; professionalism; determination; enthusiasm; teamwork; winning attitude; and warrior spirit.

2.3.11 Honor Flight (HF) and Honor Squadron (HS)—The squadron commander has overall responsibility for the HF and HS program. HF/HS competition is an overall assessment of a flight's performance.

CHAPTER 3

ACADEMICS

3.1 Academic Overview

3.1.1 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 Unit Commanders and Flt/CCs via the Syllabus Coordination Working Group process described in Holm Center Instruction 36-2604. *To ensure proper version control, this chapter may only be altered by Holm Center/CRD.*

3.1.2 Sequence—Academic sequencing will progress in accordance with the flow of the four-staged leadership development approach. Cadets must satisfactorily complete all academic modules prior to the end of the course.

3.1.3 Critiques—Cadet critiques will be completed three times a class for each flight commander on flight room academic blocks and routed to their SS/CC for review. Weekly critiques for auditorium lectures will be forwarded to Holm Center/CR for action. The end-of-course critique 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 cadet comments to Holm Center/CC and OTS/CMDT. OTS/CMDT will distribute the end-of-course critiques throughout OTS as appropriate. The OTS end-of-course critiques 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 squadron leadership for tracking of trends.

3.1.4 ABBREVIATIONS

Syllabus Areas

AS—Assessments

CS—Communication Studies

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

DP—Demonstration Performance

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

V—Video

3.2 Academic Lesson Index

Communication Studies (CS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
LISTENING: THE NEGLECTED SKILL	AUDITORIUM	IL	0.50	1.00
PUBLIC RELATIONS AND THE MEDIA	FLIGHT ROOM	IL/CASE	1.00	1.00
BASICS OF BRIEFING	AUDITORIUM	IL	1.00	1.00
INFORMATIVE BRIEFING REQUIREMENTS	FLIGHT ROOM	IL	1.00	1.00
INFORMATIVE BRIEFING DELIVERY	FLIGHT ROOM	SP	4.00	4.00
INFORMATIVE BRIEFING FEEDBACK	INSTRUCTOR CUBICLE/OFFICE	IL	0.00	3.00
BULLET STATEMENTS	AUDITORIUM	IL	1.00	1.00
BULLET STATEMENT PRACTICUM	FLIGHT ROOM	PE	0.00	2.00
ADVOCACY BRIEFING REQUIREMENTS	FLIGHT ROOM	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		13.50	22.00

Warfare Studies/International Security Studies (WS/ISS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
DEPARTMENT OF THE AIR FORCE	FLIGHT ROOM	IL	1.00	1.00
WAR & THE US MILITARY	AUDITORIUM	IL	1.00	1.00
MAKING STRATEGY	SM	R	1.00	0.00
THE DEPARTMENT OF DEFENSE	SM	R	1.00	0.00
USAF MAJOR COMMANDS	SM	R	1.00	0.00
PRINCIPLES OF WAR AND TENETS OF AIR POWER	FLIGHT ROOM	V	1.00	1.00
AIR FORCE FUNCTIONS	AUDITORIUM	IL	1.00	1.00
AIRPOWER THROUGH WWI	AUDITORIUM	IL	1.00	1.00
US POLICY	SM	R	1.00	0.00
DEPARTMENT OF THE NAVY	SM	R	1.00	0.00
US MARINE CORPS	SM	R	1.00	0.00
THE US COAST GUARD	SM	R	1.00	0.00
DEPARTMENT OF THE ARMY	SM	R	1.00	0.00
AIRPOWER: END OF WWI THROUGH WWII	AUDITORIUM	IL	1.00	2.00

AIRPOWER THROUGH THE COLD WAR, PART 1	AUDITORIUM	IL	1.00	1.00
AIRPOWER THROUGH THE COLD WAR, PART 2	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	IL/GD	1.00	2.00
CULTURAL VISUAL EXPEDITIONARY SKILLS TRAINING (VEST)	FLIGHT ROOM	IL/GD	1.00	2.00
AIRPOWER IN THE POST COLD WAR	AUDITORIUM	IL	1.00	1.00
USAFRICOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USPACOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USCENTCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USNORTHCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USSOUTHCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
USEUCOM AREA OF RESPONSIBILITY	AUDITORIUM	IL	1.00	1.00
AIR POWER IN THE 21st CENTURY	AUDITORIUM	IL	1.00	1.00
CITIZEN AIRMEN: THE TOTAL FORCE	AUDITORIUM	IL	1.00	1.00
SETTING THE WORLD STAGE	SM	R	1.00	0.00
TERRORISM	AUDITORIUM	IL	1.00	1.00
JOINT OPERATIONS	AUDITORIUM	IL	1.00	1.00
NUCLEAR OPERATIONS	SM	R	1.00	0.00
CYBERSPACE	FLIGHT ROOM	IL/GD	1.00	1.00
ARMY/NAVY/MARINE CORPS PANEL	AUDITORIUM	IN	0.00	1.00
AIR AND SPACE SYSTEMS CAPABILITIES	SM	R	1.00	0.00
FORCE PACKAGING	FLIGHT ROOM	IL/GD	1.00	1.00
TUSKEGEE AIRMEN MOVIE	FLIGHT ROOM	V	0.00	2.00
TUSKEGEE AIRMEN MUSEM VISIT	FIELD TRIP	N/A	0.00	4.00
AIR FORCE DOCTRINE VIDEO SERIES	SM	CBT	3.00	0.00
AIR FORCE EMPLOYMENT EXERCISE (AFEX)	FLIGHT ROOM	PE	4.00	3.00
ENLISTED HERITAGE HALL VISIT		N/A	0.00	3.00
	TOTAL HOURS		42.00	40.00

Leadership Studies (LS)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
RELIGIOUS RESPECT	AUDITORIUM	GL	1.00	1.00
GROUP DYNAMICS	SM	R	1.00	0.00
THE HONOR CODE	FLIGHT ROOM	IL/CASE	0.50	1.00
INTRODUCTION TO LEADERSHIP THEORY	SM	R	1.00	0.00
SEXUAL ASSAULT PREVENTION AND RESPONSE	FLIGHT ROOM	IL/GD	2.00	3.00
AIR FORCE LEADERSHIP	AUDITORIUM	IL	1.00	1.00
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
PEER FEEDBACK I & 2	FLIGHT ROOM	PE/R	2.00	6.00

TEAM BUILDING	FLIGHT ROOM	IL/PE	0.00	2.00
MANAGEMENT FUNCTIONS AND PRINCIPLES	FLIGHT ROOM	GD	0.00	2.00
FOLLOWERSHIP	AUDITORIUM	IL	1.00	1.00
AIR FORCE EQUAL OPPORTUNITY PROGRAM	FLIGHT ROOM	GD/CASE	1.50	1.00
PROBLEM SOLVING	FLIGHT ROOM	IL/PE	1.00	2.00
POWER AND INFLUENCE	FLIGHT ROOM	GD	0.00	1.00
PEER EVALUATION I	FLIGHT ROOM	PE/R	1.00	3.00
STRESS MANAGEMENT AND RESILIENCY	FLIGHT ROOM	IL/GD	0.00	2.00
FULL-RANGE LEADERSHIP	FLIGHT ROOM	IL	1.00	1.00
SITUATIONAL LEADERSHIP	AUDITORIUM	IL	0.50	1.00
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
CHANGE MANAGEMENT	FLIGHT ROOM	GD/PE	0.00	1.00
LEADERSHIP AUTHORITY AND RESPONSIBILITY	FLIGHT ROOM	IL/CASE	2.00	2.00
CONFLICT MANAGEMENT	FLIGHT ROOM	GD/PE	0.00	2.00
MENTORING	FLIGHT ROOM	IL	0.00	1.00
CORRECTIVE SUPERVISION AND COUNSELING	FLIGHT ROOM	IL/PE/CASE	1.00	1.00
SEXUAL HARASSMENT AWARENESS	FLIGHT ROOM	IL/CASE	1.00	1.00
STANDARDS AND ACCOUNTABILITY	FLIGHT ROOM	GD/CASE	1.00	3.00
ENVIRONMENTAL AWARENESS	SM	R	1.00	0.00
CAREER PROGRESSION	SM	R	1.00	0.00
RISK MANAGEMENT	SM	R	1.00	0.00
LEADERSHIP AND MANAGEMENT CASE STUDIES	FLIGHT ROOM	CASE	1.50	2.00
COUNSELING AND PRACTICUM	FLIGHT ROOM	GD/PE	1.00	4.00
AIRMAN COMPREHENSIVE ASSESSMENT PROCESS	AUDITORIUM	IL	1.00	1.00
ENLISTED EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
OFFICER EVALUATION SYSTEM	AUDITORIUM	IL	1.00	1.00
<i>THE CAINE MUTINY</i>	FLIGHT ROOM	GD	1.00	3.00
EFFECTIVE SUPERVISION	AUDITORIUM	IL	1.00	1.00
JOINT ETHICS	AUDITORIUM	GL	1.00	1.00
CAPSTONE: REMEMBER THE TITANS	FLIGHT ROOM	GD/CASE	0.00	3.00
EVALUATION CONCEPTS	FLIGHT ROOM	GD	0.50	1.00
ETHICAL DECISION MAKING CASE STUDIES	FLIGHT ROOM	GD/CASE/V	0.00	2.00
THE SUPERVISOR'S "IN-BASKET"	FLIGHT ROOM	GD/PE	0.00	3.00
VISIONING	SM	R	1.00	0.00
	TOTAL HOURS		37.50	69.00

Profession of Arms (PA)

LESSON TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
AIR FORCE DRESS AND APPEARANCE STANDARDS I & II	DORMS	IL	2.00	1.00
SUICIDE PREVENTION	AUDITORIUM	GL	1.00	1.00
MILITARY CUSTOMS AND COURTESIES	AUDITORIUM	IL	1.00	1.00
AIR FORCE CORE VALUES: THE BEDROCK OF PROFESSIONALISM AND CHARACTER	FLIGHT ROOM	IL	1.00	2.00
THE PROFESSION OF ARMS	FLIGHT ROOM	GD	1.00	1.00
THE CODE OF CONDUCT	FLIGHT ROOM	GD	1.00	1.00
THE INSPECTOR GENERAL SYSTEM	SM	R	1.00	0.00
MILITARY JUSTICE	AUDITORIUM	GL	1.00	1.00
MILITARY JUSTICE CASE STUDIES	FLIGHT ROOM	CASE	1.00	1.00
UNIFORM CODE OF MILITARY JUSTICE	SM	R	1.00	0.00
THE US CONSTITUTION	SM	R	1.00	0.00
LAW OF ARMED CONFLICT	SM	R	1.00	0.00
ROLES OF THE PRESIDENT, THE EXECUTIVE BRANCH, CONGRESS, AND CIVILIAN CONTROL OF THE MILITARY	SM	R	1.00	0.00
THE ENLISTED FORCE	AUDITORIUM	GL	2.00	1.00
SUBSTANCE ABUSE CONTROL PROGRAM	SM	R	1.00	0.00
CIVILIAN PERSONNEL	SM	R	1.00	0.00
INFORMATION ASSURANCE, COMPUTER SECURITY, AND INFORMATION OPERATIONS	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	GD/CASE	1.00	1.00
OATH OF OFFICE	SM	R	1.00	0.00
PAY, ALLOWANCES, AND LEAVE	AUDITORIUM	IL	2.00	1.00
AIR AND SPACE EXPEDITIONARY FORCE	AUDITORIUM	GL	1.00	1.00
DEFENSE SUPPORT OF CIVIL AUTHORITIES	AUDITORIUM	IL	0.00	1.00
NONCOMMISSIONED OFFICER PERSPECTIVE	FLIGHT ROOM	GL	1.00	1.00
VIRTUAL STAFF RIDE: BATTLE OF ROBERT'S RIDGE	FLIGHT ROOM	GD	1.00	2.00
YOUR FIRST OFFICER ASSIGNMENT	FLIGHT ROOM	GD	1.00	2.00
FINANCIAL BRIEFING	AUDITORIUM	GL	0.00	1.00
THE COMMISSION: AN OFFICER'S RESPONSIBILITY	AUDITORIUM	GL	0.00	1.00
AIRMANSHIP	FLIGHT ROOM	GD	0.00	2.00
	TOTAL HOURS		29.00	24.00

Assessments (AS)

TITLE	LOCATION	TM	STUDY HOURS	CLASS HOURS
CWT #1 (CONSOLIDATED WRITTEN TEST)	AUDITORIUM	SP	2.00	2.50
CWT #1 REVIEW	FLIGHT ROOM	GD	0.00	1.00
CWT #2	AUDITORIUM	SP	2.00	2.50
CWT #2 REVIEW	FLIGHT ROOM	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 CWT #1	FLIGHT ROOM	TUTORING	0.00	1.00
APT CWT #2	FLIGHT ROOM	TUTORING	0.00	1.00
	TOTAL HOURS		0.00	2.00

Totals

CR AREAS	STUDY HOURS	CLASS HOURS
CS	13.50	22.00
WS/ISS	42.00	40.00
LS	37.50	69.00
PA	29.00	24.00
AS	4.00	7.00
OR	0.00	1.00
PR	0.00	2.00
TOTAL	126.00	165.00

3.3 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: Advocacy Briefing Delivery

Lesson Objective: Apply the concepts of a military briefing.

Description: The goal of the Advocacy Briefing is for cadets to present a current military issue and advocate for a position. Cadets present a 5-9 minute briefing using the Problem-Solution or Pro-Con Plus 1 pattern. Cadets 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 cadets with their grade sheets from the Advocacy Briefing Measurement and Advocacy Brief Position Paper and counsels individual cadets on their performance. The evaluating officer provides formal, graded feedback 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 and covers the Pro-Con Plus 1 and the Problem-Solution presentation patterns.

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 Air Force Volume 1, *Basic Doctrine* and Doctrinal Annexes as the framework to discuss the fundamental Air Force Functions.

Lesson Title: Air Force Core Values: The Bedrock of Professionalism and Character

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

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 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 examining air, space, and cyberspace power from an Airman's unique perspective and providing 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, *Dress and Appearance of Air Force Personnel*. The lesson begins 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 cadets to combine the concepts they have learned to date and apply them to a realistic war game scenario. Cadets 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 cadets should develop an awareness of typical problems they may encounter as supervisors in the equal opportunity and treatment arena. The cadets present their answers to each case study from the viewpoint of investigating minority group complaints. The flight discusses each case's answers, concluding 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 cadets 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 cadets with a foundational understanding of the AFSO21 program. Cadets 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 (AEF)

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: 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 cadets 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: 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 cadets 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 cadets 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 cadets 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 cadets 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 cadets an understanding of lessons learned in Operation DESERT STORM. The part of the lesson shifts focus to the military involvement in the former Republic of Yugoslavia. The objective is for each cadet to understand the involvement of airpower in the multiple conflicts in the Balkans. The lesson examines the events in Bosnia and Kosovo that resulted in military action. Particular emphasis is given to Kosovo since the Allied response there centered almost solely on airpower.

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 cadets 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 (SAC). Next, the lesson turns toward an overview of events in the Korean conflict and the impact of airpower. The lesson continues with the development of SAC and a review of ballistic missile development. The cadets 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 buildup 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 cadets knowledge of the major events of the Vietnam War such as the Gulf of Tonkin incident, Tet Offensive, graduated response

strategy, Vietnamization, and the fall of South Vietnam. The instruction on Vietnam is designed to show the cadets how airpower was used over South and North Vietnam, especially highlighting Rolling Thunder, Linebacker I, and Linebacker II. The cadets should walk away from this lesson with three things—knowledge of the major events that occurred; knowledge of how airpower was employed effectively or ineffectively; and knowledge of the lessons learned. The lecture concludes by covering the military operations that took place during the 1980s in 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 cadets 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 demonstrates the early uses of the airplane as a military weapon starting with the hostilities leading up to WWI and gives the cadets an appreciation for the beliefs and ideas of the early airpower theorists. We also introduce the cadet 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, Trenchard, and Gorrell.

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. Cadets are also encouraged to submit questions to be used during the lesson.

Lesson Title: Basics of Briefing

Lesson Objective: Apply *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*.

Description: This lesson gives cadets an introduction to military style writing, specifically writing effective bullet statements. This lesson is interrelated with the Bullet Statement Practicum lesson. The instructor describes 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 lesson the instructor leads the cadets through a practicum of writing and evaluating proper and improper bullet statements in accordance with AFH 33-337, *The Tongue and Quill*.

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 cadets to apply the lessons learned in the Leadership Studies curriculum. Cadets discuss specific scenes in the movie that reinforce learned concepts and theories. The instructor should not allow the cadets to simply review the lessons but instead relate key observations to leadership, management, and mission accomplishment. The movie is stopped at various times for discussion and reflection.

Lesson Title: Career Progression: Active Duty

Lesson Objective: Value the Air Force Active Duty career progression system and an officer’s individual responsibilities in career development.

Description: This lesson introduces cadets to the different components involved in active duty career progression such as officer classification, career progression pyramid, developmental education, assignments, Airman Development Plan (ADP), promotion and retirement. This lesson builds upon some concepts introduced in the Officer Evaluation System lesson. An emphasis is placed on an officer’s responsibility to take care of their career.

Lesson Title: Career Progression in the Air Force Reserve

Lesson Objective: Value the Air Force Reserve career progression system and an officer’s individual responsibility in career development.

Description: This lesson introduces cadets to the different components involved in Reserve career progression such as officer classification, career progression pyramid, developmental education, assignments, Airman Development Plan (ADP), promotion and retirement. This lesson builds upon some concepts introduced in the Officer Evaluation System lesson. An emphasis is placed on an officer’s responsibility to take care of their career.

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 introduces cadets to the different components involved in Guard career progression such as officer classification, career progression pyramid, developmental education, assignments, Airman Development Plan (ADP), promotion and retirement. This lesson builds upon some concepts introduced in the Officer Evaluation System lesson. An emphasis is placed on an officer’s responsibility to take care of their career.

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 to 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 (AFR) and the Air National Guard (ANG). 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 cadets learn about four accessibility categories which authorize the President and Congress' to activate reserve troops during times of need.

Lesson Title: Civilian Personnel

Lesson Objective: Know the Air Force Civilian Personnel System.

Description: This reading gives cadets 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, cadets 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 cadet the opportunity to diagnose work problems in given scenarios. The lecture part of this lesson starts with the definition of corrective supervision and then goes into the four basic steps of corrective supervision. This is followed by the cadet activity of turning aggressive statements into assertive statements. The lesson finishes up with case studies, where the cadets 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. Cadets are 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 cadets on the third tier skill of the Air Force 3C Development Model which is Negotiation. This lesson also introduces cadets 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 wingman 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 cadets 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 cadets 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 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 cadets 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 cadets 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 cadets realize the responsibilities inherent in officership. It addresses guidelines for effective supervision and delegation techniques.

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 cadets explore and employ critical thought in making decisions that may involve an ethical dilemma. Cadets 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 cadets about correct behavior, dress, and decorum. It is also designed to familiarize cadets with the more common matters of protocol and etiquette at military-affiliated social events. The cadets learn how to conduct themselves both on a formal and informal basis when attending social events. The cadet understands their behavior and ability to interact socially is important to them as Air Force officers.

Lesson Title: Evaluation Concepts

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

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

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 cadets 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 best to accomplish the functions of air

and space power when different air and space systems team together, thereby achieving synergy. Cadets learn how to 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 cadets for the Air Force Employment Exercise (AFEX). After reviewing the capabilities of our current airpower systems and the operational art of force packaging, cadets should be able to plan missions and packages using the AFEX Software. This lesson illustrates how proper teamwork, communication, planning and practice results in mission success with minimal loss.

Lesson Title: Full-Range Leadership (FRL)

Lesson Objective: Comprehend principles of FRL.

Description: This lesson is designed to give cadets 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 covers 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: Group Dynamics

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

Description: In this reading assignment, cadets 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 prepares cadets 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 cadets' 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 cadets to know the fundamentals of information awareness and computer security and respond to the importance of protecting information systems. It challenges the cadet 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 cadets information on regional areas around the word of interest to the national security of the United States. Cadets present a 5-9 minute informative briefing on their assigned topic using the lessons learned in their previous military briefing classes. Comprehensive feedback is 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 cadets on their informative briefing performance. The instructor presents cadets 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 informative briefings given on regional studies. In addition, the evaluating officer reviews specific rules and feedback procedures for the regional studies briefings. The instructors emphasize individual areas of importance as outlined on the Briefing Grade Sheet. Cadets 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 cadets to the definition of critical thinking. It is more than the retention of information or possession or use of a set of skills. It is actually utilizing a set of skills and the habit based on intellectual commitment of using those skills to guide our behavior. We provide the cadets a historical background for critical thinking and examine the universal intellectual standards, which should be applied to thinking whenever one is trying to improve the quality of reasoning about a problem, issue, or situation. These universal standards are: clarity, accuracy, and relevance. Next, we examine some of the more common traps or fallacies we may fall into if our reasoning is not sound. Finally, we examine the guidelines the cadets 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: 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 cadets need to know. There are several examples of ethics violations in the cadet reader that cadets may want to discuss.

Lesson Title: Joint Operations

Lesson Objective: Know the concept of joint operations.

Description: The lesson describes joint operations per Joint Pub 1 and 3-0 and discusses how doctrine strengthens the United States' war fighting capabilities. An outline of the joint chain of command is given from the President to the individual services. Historical and contemporary examples 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 cadets 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 will assist an officer in the correct execution of authority. It describes where an officer's authority comes from 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. The lesson has case studies, which deal with the 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 cadets 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 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 cadets' 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 cadets to apply their reading to their goals for success as cadets 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 cadets with an introduction to diversity in the military. The lesson starts 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 cadets an understanding of the concept of Air Force Mentoring. The lesson 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 explains the attributes of a good mentor and the attributes of the mentee. The lesson concludes with the benefits of mentorship for both the mentor and mentee.

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, cadets 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. Cadets learn the roles of the Staff Judge Advocate and the Area Defense Counsel. The focus for this lesson is to give cadets 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, cadets 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 cadets 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 cadets 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 Noncommissioned Officer (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 lesson 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 cadets about the oath of office and their commissions. It begins with a historical context through which the cadets can begin to grasp the origins of oaths. Then, the lesson covers every line of the oath. It explains 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.

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 lesson breaks down the information found in each section of the Leave and Earning Statement (LES) one section at a time. Through this process the cadets learn the different types

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

Lesson Title: Peer 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 cadets to the standards for providing peer feedback and provides instructions for completion of the two peer feedback exercised students are expected to complete while at OTS.

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 cadets 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 one 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 cadets 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 cadets 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 also defines 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 lesson reinforces the information taught in the Professional and Unprofessional Relationships lesson. The cadets are given cases describing possible unprofessional relationships. The cadets 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 cadets 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 explains the role Air Force Officers play as ambassadors for the Air Force, key information that officers should understand about the Public Affairs Office, and basic guidelines for communicating with family, friends, public, and the media.

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 cadets to RM and provides cadets 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 cadets 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. Cadets 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: 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 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 cadets 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 cadets' campus life as well as in the military. The lesson begins 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 lesson informs cadets about the warning signs of suicide among subordinates. The lesson helps cadets 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 lesson motivates the cadets by reminding them of President Bush's challenge to other nations concerning their position on terrorism, and reminds the cadets 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 cadets' 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 reaffirms the Core Values and requires cadets 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 cadets about their upcoming commissioning as officers in the United States Air Force. The cadets 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 cadets 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 lesson 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 presents a short overview of the OTS Honor Code. During the second portion of the lesson, cadets 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 lesson gives the cadets general information on Air Force Inspector General (IG) Programs. The lesson 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 analyzes the military as a profession. It looks at the responsibilities the military has to the United States. It also addresses why the cadets 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 cadets are divided into small groups for the execution of this lesson. The intent of the lesson is to provide the cadets 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. Cadets must discover the interrelationships of various activities. Cadets 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 cadets 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 cadets to the significant historical role played by the famed Tuskegee Airmen.

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 cadets 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 lesson 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 has 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 cadets an in-depth look at how Air Force major commands are organized.

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 cadets with 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 cadets with 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 cadets with 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 cadets with 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 cadets with 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

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 cadets with 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 cadets with an understanding of leadership, decision-making, and the challenges of command. Cadets 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 provides cadets the opportunity to discuss why events unfolded as they did and how they might have happened differently. The lesson progresses 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 looks 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 cadets 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: 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 covers the three enduring truths of war presented in Volume 1, *Basic Doctrine*. After defining war, the lesson elaborates on the basic theme that war and politics are intertwined, the three factors on war, and the four viewpoints on war. This will ensure the cadets 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 cadets participates in the Wing Brief-Off to determine the best briefer in the Cadet Wing.

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 cadets for their first assignment. The lesson 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.

Assessments (AS)

Lesson Title: Consolidated Written Test I

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

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.

Orientation (OR)

Lesson Title: Academic Orientation

Lesson Objective: Comprehend the academic program at OTS.

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

3.4 Graded Measurement and Lesson Prerequisites

3.4.1 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

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

3.4.2 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-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/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

3.4.3 Field Leadership

3.4.3.1 BELPS

LS-Motivation

LS-Management Functions and Principles

LS-Problem Solving

LS-Full-Range Leadership

LS-Situational Leadership

FL-LCE Introduction

FT-Land Navigation (CBT) / Field Exercise

FT-Small Unit Tactics IA and IB/C

FT-Tactical Communication Field Exercise

3.4.3.2 LRC

LS-Standards and Accountability

LS-Leadership and Management Case Studies

FL-LCE Introduction

FL-Project X

3.4.3.3 AEF

FT-Confidence Course (Blue Thunder)

FT-Base Defense Fundamentals / Field Exercise I

FT-Small Unit Tactics IB/C

FL-BELPS

FL-LRC

FL-LCE Introduction

3.4.4 Administration

3.4.4.1 TMO/SATO

AD-Smooth Move

AD-Assignment Briefing

3.4.4.2 Common Access Card Creation

NET 1200 on Training Day 1

3.4.5 Leadership Studies

3.4.5.1 LS-Capstone: *Remember the Titans*

All LS curriculum prerequisites for CWT #2

3.4.5.2 LS-*The Caine Mutiny*

LS-Air Force Leadership

LS-Followership

3.4.5.3 LS-Enlisted Evaluation System

CS-Bullet Statements

LS-Airman Comprehensive Assessment Process

3.4.5.4 LS-Evaluation Concepts

LS-Enlisted Evaluation System

3.4.5.5 LS-Situational Leadership

LS-Full-Range Leadership

3.4.5.6 LS-Leadership and Management Case Studies

All LS curriculum prerequisites for CWT #2

3.4.5.7 LS-Officer Evaluation System

CS-Bullet Statements

LS-Airman Comprehensive Assessment Process

LS-Enlisted Evaluation System

3.4.5.8 LS-Personal and Group Goals

PA-Air Force Core Values: The Price of Admission

3.4.5.9 LS-Problem Solving

LS-Air Force Smart Operations for the Twenty-First Century

3.4.5.10 LS-Standards and Accountability

PA-Air Force Core Values: The Price of Admission

3.4.5.11 LS-The Supervisor's "In-Basket"

All LS curriculum prerequisites for CWT #2

3.4.5.12 LS-Effective Supervision

LS-Airman Comprehensive Assessment Process

LS-Enlisted Evaluation System

LS-Officer Evaluation System

3.4.5.13 LS-Self-Assessment

LS-Air Force Leadership

3.4.5.14 LS-Motivation

LS-Self-Assessment

3.4.5.15 LS-Followership

LS-Motivation

3.4.5.16 LS-Ethical Decision-Making Case Studies

LS-Air Force Leadership

LS-Air Force Core Values: The Price of Admission

LS-Followership

LS-Professional and Unprofessional Relationships

LS-Standards and Accountability

LS-Leadership, Authority and Responsibility

PA-Military Justice

LS-Risk Management

3.4.5.17 Air Force Leadership

LS-Introduction to Leadership Theory

3.4.6 Communication Studies

3.4.6.1 Position Paper and Background Paper

3.4.6.2 Informative Briefing (Regional Studies)

CS-Basics of Briefing

CS-Informative Briefing Requirements

CS-Introduction to Military Correspondence CS-

Military Briefings
ISS-Relating and Communicating Cross-Culturally
ISS-USAFRICOM Area of Responsibility
ISS-USCENTCOM Area of Responsibility
ISS-USEUCOM Area of Responsibility
ISS-USNORTHCOM Area of Responsibility
ISS-USPACOM Area of Responsibility
ISS-USSOUTHCOM Area of Responsibility

3.4.6.3 Advocacy Brief

CS-Advocacy Briefing Requirements
CS-Basics of Briefings
CS-Military Briefings

3.4.6.4 Informative Briefing Requirements

CS-Basics of Briefing

3.4.6.5 Bullet Statement Practicum

CS-Bullet Statements

3.4.7 Warfare Studies/International Security Studies

3.4.7.1 Army/Navy/Marine Corps Panel

WS/ISS-Department of the Army
WS/ISS-Department of the Navy
WS/ISS-The Marine Corps

3.4.7.2 WS/ISS-Cultural VEST

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

3.4.7.3 WS/ISS-Relating and Communicating Cross-Culturally

WS/ISS-The Need for Cross-Cultural Competence

3.4.7.4 Unified Combatant Command Auditorium Lectures

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

3.4.7.5 WS-Joint Operations

WS/ISS-Department of the Air Force
WS/ISS-Department of the Army
WS/ISS-Department of the Navy
WS/ISS-The Marine Corps
WS/ISS-The US Coast Guard

3.4.7.6 ISS-Terrorism

WS/ISS-War and the US Military
WS/ISS-Setting the World Stage

3.4.7.7 All Airpower History lessons (lessons must stay in chronological order, e.g., WWII must come after WWI, Cold War after WWII, etc.)

WS/ISS-Principles of War and Tenets of Air Power
WS/ISS-Air Force Functions

3.4.7.8 WS-War and the US Military

PA-The Profession of Arms

3.4.8 Profession of Arms

3.4.8.1 PA-Military Justice Case Studies

PA-Military Justice

3.4.8.2 PA-Professional and Unprofessional Relationship Case Studies

PA-Professional and Unprofessional Relationships

3.4.8.3 PA-Career Progression in the Air National Guard

PA-Officer Evaluation System

3.4.8.4 PA-Airmanship

PA-Virtual Staff Ride: Battle of Roberts Ridge

CHAPTER 4

NON-ACADEMIC TRAINING

4.1 Training Event Descriptions: This chapter outlines training required within TFOT to include training descriptions, location, training method, scheduled hours, and cadet participation hours (if different than scheduled hours). Locations of events are subject to change.

4.2 Inspections, Drill and Ceremonies (IDR)

4.3 Training Title: Dorm Instruction/Inspection

Training Method: DP, IL

Scheduled Hours: 1

Objective: Given military issued uniform items organize items by properly following detailed instructions on folding and placement.

Description: This lesson is designed to teach the detailed instructions on rolling and folding uniform items and the established standards for dorm room upkeep. Instructors will measure their ability to follow instructions throughout training, with special emphasis placed on room/item arrangement.

Training Title: Drill Instruction

Training Method: PE

Scheduled Hours: 2

Objective: Without reference, perform all individual and transitory drill in accordance with AFMAN 36-2203.

Description: Properly execute individual and transitory drill utilizing expo/demo instructions. Guidon procedures, the four formations and Dress, Cover, Interval, and Distance (DCID) are taught throughout the lesson.

Training Title: Drill Evaluation

Training Method: PE

Scheduled Hours: 3

Objective: Without reference drill leaders guide flights through selected individual and transitory drill in accordance with AFMAN 36-2203.

Description: Flight leader, guide, and flight members will properly execute individual and transitory drill.

Training Title: Parade Practice

Training Method: PE

Scheduled Hours: 6

Objective: Practice for graduation parade.

Description: This lesson allows cadets to practice/rehearse for the graduation parade.

Training Title: Key Personnel Parade Practice

Training Method: PE

Scheduled Hours: 2 (Partial Cadet Wing participation)

Objective: Prepare the cadet wing, group, and squadron staff for parade.

Description: Officer Cadet wing staff is a key element in the graduation parade and receive instructions on key positions in parade.

Training Title: Open Ranks Inspections

Training Method: SP

Scheduled Hours: 4

Objective: Inspect flights in Open Ranks formations

Description: Open Ranks Inspections are conducted to ensure cadets are adhering to proper dress and appearance standards and the proper execution of Open Ranks procedures.

Training Title: Drill Competition

Training Method: PE

Scheduled Hours: 3

Objective: Compete in drill competition judged by the MTIs.

Description: Flights will compete against each other in a drill competition. Each flight will be evaluated on all aspects of drill to include individual drill, transitory drill and open ranks inspection.

Training Title: Parade

Training Method: PE

Scheduled Hours: 0.5

Objective: Graduate from OTS and demonstrate drill proficiency to friends and family.

Description: The graduation parade is the culminating event for all cadets who have graduated from OTS.

4.4 Field Training (FT)

Training Title: Project X Pre-Brief/Introduction to LCE

Training Method: PE

Scheduled Hours: 1

Objective: Introduce cadets to the Project X environment, procedures, ROEs.

Description: Cadets will be given an outline of the event as well as what to expect while participating in problem solving scenarios at Project X.

Training Title: Project X

Training Method: PE

Scheduled Hours: 3

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

Description: Project X consists of a number of tasks to be completed by a group under the pressure of group dynamics and time constraints (20 minutes). While completion of the task within is important, the focus of the feedback session is on group performance.

Training Title: M-9 Qualification

Training Method: PE

Scheduled Hours: 7 (per block)

Cadet Participation Hours: 7

Objective: M-9 qualification and familiarization.

Description: Security Forces personnel conduct the M-9 training. Each cadet is given the opportunity to qualify with the M-9.

Training Title: Base Defense Fundamentals

Training Method: PE

Scheduled Hours: 2

Objective: Familiarization of base defense fundamentals.

Description: This course is the first of a two-part auditorium lecture series that introduces the concept and application of base defense. This first course covers topics such as concept of operations, work priorities, intelligence gathering, clearing and securing a cantonment area and perimeter, establishing an entry control point, and sign/countersign procedures. A practical exercise will reinforce these skills with the cadet clearing and securing a bare base area, establishing an entry control point, sign/countersign procedures (patrols) and preparing hasty and deliberate fighting positions.

Training Title: LANES/Field Skills

Training Method: PE

Scheduled Hours: 4.0

Objective: Familiarize students with safe methods for transporting wounded or incapacitated persons. Apply the concepts of cover, concealment and stealth, and individual movement techniques as well as the necessary tactics to react to fire and move in fire team formations. Familiarize cadets with rudimentary tactical communication techniques and procedures. Introduce cadets to basic land navigation techniques and procedures.

Description: This field event is broken into modules that the cadets rotate through by student squadron. It allows the cadets to learn and practice different methods of transporting personnel in safe and hostile environments. Litter carry procedures and unassisted transport procedures will be covered. Become proficient with the concepts of cover, concealment and stealth, and then introduce individual movement techniques. Cadets will become exposed to the procedures for reacting to direct fire and indirect fire. An exercise will cover fire team file and fire team wedge formations. Cadets will discuss radio communication concepts and procedures to include medivac requests and SALUTE reports. Hand signals and tactical communication concepts will also be covered. Cadets will become familiarized with the lensatic compass, its parts, functions, and utilization. Specifically, each part of the lensatic compass, the techniques used for sighting, setting and following azimuths, and techniques used to bypass obstacles by the cadet determining their pace count, determining grid coordinates of a point, measuring distance on a map, and navigating from one point to another using a compass

Training Title: Basic Expeditionary Leadership Problem (BELPS) and Feedback

Training Method: PE

Scheduled Hours: 10

Objective: Apply concepts of leadership, followership, problem solving methods,

communication, team building, and motivation techniques in a small group under time constraints. Cadets will also assess their role in the group and how they react to group dynamics. Each cadet will have an opportunity to lead a team in a problem solving session and therefore flight size may impact scheduled hours.

Description: The BELPS evaluation is a problem solving, scenario-based exercise designed to evaluate the cadet's leadership in a field environment. This evaluation is the first opportunity for the cadet to receive feedback regarding strengths/weaknesses in the area of field leadership and is designed to provide the cadet with a 'benchmark' regarding areas of improvement.

Training Title: Ropes Course

Training Method: PE

Scheduled Hours: 7

Objectives: Build flight teamwork and cohesion, inspire self-confidence and enable the opportunity to overcome limitations, while instilling warrior ethos.

Description: Each cadet who is physically qualified will navigate a series of obstacles that will help build confidence and increase flight cohesion.

Training Title: Air Force Combatives Program (AFCP)

Training Method: PE

Scheduled Hours: 10

Objective: Familiarize cadets with hands-on execution of military combatives.

Description: The purpose is to familiarize not certify cadets in combatives before they are exposed to it in other military courses such as SERE. All commissioning sources as well as Enlisted Basic Training teach some level of combatives. AFCP at OTS focuses on achieving dominant body positions with a capstone element of conducting submissions with an overall goal of instilling resiliency and warrior ethos.

Training Title: Leadership Reaction Course (LRC)

Training Method: PE

Scheduled Hours: 12

Objective: Apply concepts of leadership, followership, problem solving methods, communication, team building, and motivation techniques in a small group under time constraints.

Description: The LRC evaluation is a problem solving, scenario-based exercise designed to evaluate the cadet's ability to lead a small group under the pressure of group dynamics and time constraints (20 minutes).

Training Title: Leadership Reaction Course Feedback

Training Method: PE

Scheduled Hours: 1

Objective: Cadets will prepare a minimum of a 100-word reflection of what they learned at LRC and assess their role in the group and how they react to group dynamics.

Description: The focus of the LRC feedback is on how well the team leader performed and identifying strengths/weaknesses of each individual in the area of leadership.

Training Title: Air Expeditionary Force (AEF) Exercise Intro

Training Method: PE

Scheduled Hours: 1

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

Description: The focus of AEF is leadership training as well as a capstone field exercise to OTS curriculum and field training events including: LANES, Base Defense, Cross Cultural Competencies, Team Building, Standards & Accountability, Problem Solving, Management Functions and Principles, Profession of Arms, Corrective Supervision, AF Core Values, Situational Leadership, Military Law, Code of Conduct, LOAC, Airman's Manual (readings), Joint Operations, Air & Space Expeditionary Force Through different exercises, cadets get exposure to deployment items, such as: tactical movement, reaction to contact, and base defense. The exercises stress the evaluation of leadership, not proficiency. Additionally, numerous AEF combat skills will be reinforced through practical application during AEF Exercises, EMLEX scenarios, and the execution of an Assault Course on the Vigilant Warrior compound.

Training Title: AEF and EMLEX Exercises

Training Method: PE

Scheduled Hours: 48

Objective: Practical application of leadership and management qualities in a field environment.

Description: This course is a practical exercise which will reinforce skills needed for deployment and civilian support operations while fostering an environment for decision making that promotes individual growth.

Training Title: Assault Course

Training Method: PE

Scheduled Hours: 2

Lesson Objective: Negotiate an assault course.

Description: This course is the culminating event for the AEF deployment exercise and is designed to complement combat skills training with an element of rifle bayonet instruction to develop the cadet's confidence, coordination, endurance, discipline, and warrior ethos. Specifically, this exercise provides instruction in how to move rapidly toward the enemy, which provides opportunities to reinforce cadet skill in rifle fighting, tactical movement, personal courage, confidence, and warrior ethos - while following prescribed safety precautions in accordance with published procedures.

Training Title: Physical Training (PT)

Scheduled Training Method: PE

Hours: 20

Lesson Objective: Initial instruction on physical conditioning and increase the aerobic and anaerobic capacity of cadets.

Description: This instruction is used to teach basic physical conditioning concepts which emphasize total fitness to include proper aerobic/anaerobic conditioning, strength

and flexibility training and nutrition. PCIs will reinforce opening and closing procedures, warm-up exercises, rotations, stretches, muscular strength, endurance exercises, PFB/PFA, interval runs, tempo runs, long runs, and light runs through PT instruction.

4.5 Administration (AD)

Title: Personnel In-Processing

Scheduled Hours: 3

Description: This time period is to inform, educate, and gather documentation necessary for completing height/weight measurements, DDRP, computer issue, AAFES items purchase, adjusting military records, updating financial information, uniform purchases and upload cadet information into MilPDS/DEERS.

Title: Personnel Out-Processing

Scheduled Hours: 2

Description: Cadets complete necessary paperwork for departing OTS.

Title: Medical Screening

Hours: 2

Scheduled Description: Cadets have the following blood tests drawn-G6PD, Sickle cell, Blood type, HIV, Hep B titer, MMR titer, hearing test and varicella titer. A DNA sample is also collected. Cadets then proceed to the Medical Technicians' office where they are cleared to PT, medical and immunization histories are obtained, and medical record created.

Title: OTS Safety Orientation and Chaplains Welcome

Scheduled Hours: 1.0

Description: Familiarize cadets with OTS safety standards and procedures and receive familiarization with OTS chaplain.

Title: Sexual Assault Response Coordinator (SARC) Briefing

Scheduled Hours: 15 (minutes)

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

Title: DD Form 214

Scheduled Hours: 1

Description: This time period is used to verify all pertinent information previously gathered is reflected on the DD Form 214 (Certificate of Discharge).

Title: Assignment Briefing

Scheduled Hours: 1

Description: This time period is used to inform cadets on how to read their orders/amendments.

Title: Traffic Management Office (TMO) and SATO

Scheduled Hours: 2 (Partial Participation)

Description: TMO staff explains the military move process and how to ship household goods. Sato is the base travel office and will book flights as needed for cadets. Cadets begin planning their move to their first officer duty assignment.

Title: OPS/APT

Scheduled Hours: 25

Description: Time for staff to conduct counseling's or meetings and time for cadets to meet with one another or study. Ideally scheduled in 1-hour blocks, 3 times per week.

4.6 Progressive Milestones (PM)

Title: Blue Line

Scheduled Hours: 1

Description: Training day begins with the Blue Line ceremony where cadets make their commitment to the Air Force and OTS.

Title: OTS Commandant's Welcome

Scheduled Hours: 1

Description: OTS/CMDT provides an overview of expectations.

Title: SQ/CC and SS/CC Welcome

Scheduled Hours: 1.5

Description: Commanders and Student Squadron Commanders give cadets an overview of their expectations for the program.

Title: FLT/CC Welcome

Scheduled Hours: 1.0

Description: Flight Commanders give cadets an overview of their expectations for the flight and it is the cadet's first official interaction with their flight commander.

Title: Commander's Challenge

Scheduled Hours: 3

Description: Wing level event with a focus on physical fitness and AF heritage.

Title: Wing Boards/Change of Command

Scheduled Hours: 2 (Partial Cadet Wing participation)

Description: Boards are held to determine key CW leadership positions and/or leadership position changeover is conducted.

Title: Student Publication Test (SPT)

Scheduled Hours: 2

Description: Cadets are tested on their knowledge of the OTSMAN 36-2604 and HAWK aircraft knowledge. There are two tests. Minimum passing score is 80 percent.

Title: Unit Commander Mid-Course Feedback

Scheduled Hours: 1

Description: The Unit Commander provides performance feedback to, and accepts

feedback from, the cadets on their experiences at the mid-point of training. He/She uses this feedback to shape the optimal officer training course.

Title: Phase One Evaluation

Scheduled Hours: 3

Description: Cadets are evaluated individually on how well they have adapted to the military training environment. Focus areas may include drill, OI knowledge and procedures, and dormitory inspection.

Title: Career Day

Scheduled Hours: 2

Description: Each cadet has an opportunity to speak to an officer with experience in the cadet's projected AFSC.

Title: Flight Photos

Scheduled Hours: 3

Cadet Participation Hours: 0.5

Description: Flights have individual and group pictures taken by a professional photographer. Cadets may purchase pictures directly from the photographer.

Title: Community Service

Scheduled Hours: 4

Description: Cadets volunteer time to various projects in the local community as coordinated by the cadet wing.

Title: Dining-Out/Dining-In Overview

Scheduled Hours: 1

Description: Familiarize cadets with customs and traditions associated with the Dining-Out/Dining-In military tradition.

Title: Senior Leader Perspective

Scheduled Hours: 1

Description: A senior U.S. official will provide strategic perspective to the cadets.

Title: Graduation Week Overview

Scheduled Hours: 1

Description: Familiarize cadets with events, timelines, and expectations as the cadets enter the final week of training.

Title: OTS Open House

Scheduled Hours: 2

Cadet Participation Hours: 1.5

Description: OTS/CMDT provides an overview of OTS experience to families and guests of cadets. OTS Complex is open for guests to tour and may include lunch at the dining facility with cadets (if prior approval is granted).

Title: Awards Ceremony

Scheduled Hours: 1

Description: OTS recognizes accomplishments of cadets through award presentations.

Title: Dining Out/Dining-In

Scheduled Hours: 5

Description: Cadets experience camaraderie, military traditions, and celebrate their near-completion of training. Depending on class size and venue availability either may be executed.

Title: Commissioning Ceremony

Scheduled Hours: 3.0

Cadet Participation Hours: 1.0

Description: Cadets take the oath of office and pin on Second Lieutenant rank.

Title: Flight Commander Initial Interview

Scheduled Hours: 3.0

Cadet Participation Hours: 1.5

Description: Flight Commanders meet one-on-one with new cadets and provide initial counseling and collect paperwork for training folders.

Title: Mid-Course Feedback

Scheduled Hours: 4.0

Cadet Participation Hours: 0.5

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

Title: Final Feedback

Scheduled Hours: 4.0

Cadet Participation Hours: 0.5

Description: Flt/CCs provide personalized, individual performance feedback to cadets at the end of training.

Title: OTS/CMDT Feedback

Scheduled Hours: 1

Description: OTS/CMDT provides performance feedback to, and accepts feedback from, the cadets on their experiences at the end of training. He or she uses this feedback to shape the optimal officer training course.

Title: Euro-NATO Joint Jet Pilot Training Boards

Scheduled Hours: 3

Description: The OTS Commandant will convene a board of officers to select the pilot(s) who will train at Sheppard AFB TX. Only active duty pilot cadets are eligible to meet this board. The panel of board members nominally consists of three officers who are aeronautically rated. The board is chaired by the OTS Commandant when available.

4.7 Optional Additional Items

Title: Blood Drive

Scheduled Hours: 3

Description: The Red Cross works with the cadets to organize a blood donation event.

Title: Smooth Move

Scheduled Hours: 2 (Partial Participation)

Description: This class gives an overview of services offered by family support to help with the PCS process.

Title: Dining-Out/Dining-In Dry Run

Scheduled Hours: 2

Description: Rehearsal for Dining-Out/Dining-In with key personnel.

Title: Commissioning Practice

Scheduled Hours: 2

Description: Each flight conducts a practice for their commissioning ceremony at the location where they will be commissioned.

Title: Squadron Awards Ceremony

Scheduled Hours: 1

Description: Each student squadron commander recognizes the accomplishments of their cadets through squadron awards presentations.

Title: Assignment Preference Brief (Recommend TFIT)

Scheduled Hours: 1 (Partial Participation)

Description: This time period is used for cadets to submit their stateside/overseas assignment preferences. (Active Duty Only)

Title: Spouses Orientation (Cadets do not attend)

Hours: 2

Description: Provide an overview of military life and a typical Air Force base to spouses and family of cadets.

Title: Wing Brief Off

Scheduled Hours: 1

Description: The best briefers from each Student Squadrons give their brief to the Cadet Wing.

Training Title: Retreat (Recommend TFIT)

Training Method: PE

Scheduled Hours: 1

Objective: Cadets know and can perform retreat procedures at the OTS campus.

Description: MTIs will instruct and guide cadets through the retreat ceremony.

Training Title: OSI Brief

Scheduled Hours: 1

Objective: Make students more aware of threats in the local area.

Description: OSI gives the local threat brief to cadets before they can leave base on privilege time.

Totals

LESSON AREAS	SCHEDULED HOURS
Inspections, Drill and Ceremonies	21.5
Field Training	128
Administration	37.25
Progressive Milestones	53.5
Optional Additional Items	16.0
TOTAL	256.25

ACRONYMS

Syllabus Areas

AD—Administration

CT—Air Force Culture

DR—Drill and Ceremonies

FC—Formal Counseling

FL—Field Leadership

FT—Field Training

PT—Physical Readiness Training

SMT—Scheduled Military Training

Teaching Methods (TM)

B—Briefing

Case—Case Study

C—Coaching

CBT—Computer Based Training

DP—Demonstration Performance

GD—Guided Discussion

GL—Guest Lecture

IL—Informal Lecture

IN—Interview

L—Lecture

PE—Practical Exercise

R—Reading

SP—Student Performance

Terms

AAFES—Army/Air Force Exchange Service
AD—Administration
ADO—Assistant Director of Operations
AEF—Air Expeditionary Force
AETC—Air Education and Training Command
AF—Air Force
AFI—Air Force Instruction
AFIT—Air Force Institute of Technology
AFMAN—Air Force Manual
APT—Academic Preparation Time
AS—Assessments
AT—Additional Training
AU—Air University
BELPS—Basic Expeditionary Leadership Problems
BOT—Basic Officer Training
CAM—Curriculum Area Managers
CBT—Computer Based Training
CC—Commander
CMDT—Commandant
CCV—Standardization/Evaluations Office
CQ—Charge-of-Quarters
CR—Commander’s Review
CRT—Comprehensive Review Test
CS—Communication Skills
CSAF—Chief of Staff of the Air Force
CWT—Consolidated Written Test
DG—Distinguished Graduate
DO—Director of Operations
DoD—Department of Defense
DR—Drill and Ceremonies
EAD—Enter Active Duty
EC—Elimination Check
ELP—Expeditionary Leadership Problem
EPR—Enlisted Performance Report
FL—Field Leadership
Flt—Flight
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
NCO—Noncommissioned Officer

OI—Operating Instruction
OPR—Office of Primary Responsibility/ Officer Performance Report
OR—Orientation
OC—Officer Cadet
OTS—Officer Training School
OTW—Officer Cadet Wing
PA—Profession of Arms
PFA—Physical Fitness Assessment
PFB—Physical Fitness Baseline
PR—Preparation
PT—Physical Training
ROE—Rules of Engagement
SMS—Special Monitoring Status
SQ—Squadron
SS—Student Squadron
ST—Social Training
T&Q—Tongue and Quill (Air Force Handbook 33-337)
TD—Training Day
TPR—Cadet Performance Report
TRS—Training Squadron
UCMJ—Uniform Code of Military Justice
VW—Vigilant Warrior
WS—Warfare Studies

ATTACHMENT 1

(The screen pulls of the schedule make the file rather large. They have been pulled for ease of transmission purposes. Also a new format for scheduling in the syllabus is being evaluated. They are available upon request though they are conceptual tool and not directive.)