1. **Instructor:** Colonel Darryle J. Grimes  
   a. Education:  B.S. Electrical Engineering, University of Southern California, 1986  
      Master of Aeronautical Science, Embry-Riddle Aeronautical University, 1996  
      M.S. Joint Campaign Planning & Strategy, National Defense Univ, 2006  
   b. Office:  ENS Bldg 21, Room 385  
   c. Office Phone / Email:  (619) 594-1123 / dgrimes@mail.sdsu.edu  

2. **Course Description:** This course examines the national security process, regional studies, advanced leadership ethics, and USAF doctrine. Special topics focus on the military profession, officership, military justice, civilian control, preparation for active duty, and current issues affecting military professionals. Continued emphasis is given to refining communication skills. Leadership Laboratory complements this course by providing advanced leadership experiences and giving students the opportunity to apply the leadership and management principles of this course.  

3. **Course Objectives:** AS400 cadets should comprehend the basic elements of national security policy and process, comprehend the air and space power functions and competencies, and understand selected roles of the military in society and current issues affecting the military profession as well as selected provisions of the military justice system. Cadets should comprehend the responsibility, authority, and functions of an Air Force commander, and the factors that facilitate a smooth transition from civilian to military life. The cadet should apply listening, speaking, and writing skills in Air Force formats and situations with accuracy, clarity, and appropriate style.  

4. **Schedule Information:** review attachment 1 for detailed info on the schedule and requirements.  
   AS 400B:  Thursdays, 0600 – 0850 (ENS 106)  


6. **Attendance Policy:** Regular class attendance and timeliness are mandatory. **Below 80% attendance will result in a grade of “F.”** After week 2, only enrolled students are allowed in class. If you know of an absence or tardy in advance, submit a memorandum (atch 2) with justification at least 1 day prior. Otherwise, submit a memorandum no later than 2 days after the absence, since any unexcused absence affects your attendance requirement. If you have a class conflict, it is essential to coordinate schedule changes with your instructor.  

7. **Grading and Evaluation Procedures:**  
   a. Grading Criteria  
      |                  | Percent of Grade | Points |
      |------------------|------------------|--------|
      | Midterm Exam     | 25%              | 250    |
      | Final Exam       | 25%              | 250    |
      | Writing Assignment (OPR/EPR bullets) | 15% | 150    |
      | EUCOM & SOUTHCOM Briefings | 10% | 100    |
      | Advocacy Briefing | 15%             | 150    |
      | Participation Points | 10%     | 100    |
      | TOTAL:           | 100%            | 1000   |
b. Criteria Description:

- **Exams**: The exams will be administered via Blackboard or in class, consisting of multiple choice, fill-in-the-blank, matching, true/false, or short essay questions. The mid-term will cover all material assigned in and out of class prior to the mid-term exam and the final will cover material assigned in and out of class after the mid-term.

- **Writing Assignment**: The writing assignment will require you to prepare bullets for an annual enlisted performance report. We will cover this in weeks 4 and 5. Also refer to the performance report section in The Tongue and Quill (AFH 33-337, pgs 225-240). The assignment is worth 150 pts as follows: format/follow instructions (30 pts), on time (20 pts), structure/organization (30 pts), content (70 pts). You will also have to attend the Combat Leadership Panel (CLP) on 5 March and write a brief, one page after action report detailing the main lessons you took away from the event. An after action report is in memorandum format and details the where and what of an off-site visit.

- **Briefing Assignments**: You will have three briefings in all. The first two will be short (3-5 minute) presentations on a country in the EUCOM AOR and SOUTHCOM AOR. The advocacy briefing will be a 5-7 minute presentation (including at least one question fielded from the class) advocating a position on an issue. Briefing dates will be coordinated by the Class Leader. Briefings will be evaluated on organization, content, delivery, timeliness, support materials and effective communication (verbal expression, movement, gestures, and eye contact). Refer to The Tongue and Quill (chapters 2-6 and 10) and to attachment 3 for further information.

- **Participation**: instructor’s assessment of three factors:
  - Preparation - arriving to class prepared for the lesson (includes ensuring cell phone ringers are turned off so as not to disrupt the class).
  - Interaction- response and involvement in classroom discussions. Each student should strive to provide positive/constructive feedback to the instructor/guest speaker and fellow students during discussions.
  - Conduct. Motivating and positive/supportive behaviors are expected for this class. Cadets should display a sense of “ownership” of the class, i.e. provide feedback to the instructor during the semester, take initiative to enhance classroom morale and esprit de corps, etc.

  **Note**: see paragraph 6 on attendance. Your participation points will be based on participation in classes that you actually attend.

c. Grading Scale: grades are assigned on a straight percentage basis -- your grade is based on your performance. You must achieve a grade of "C-" or better in AS courses to meet academic retention standards and remain in AFROTC.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percent</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>83-86</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>C</td>
<td>77-79</td>
</tr>
<tr>
<td>C+</td>
<td>73-76</td>
</tr>
<tr>
<td>C-</td>
<td>70-72</td>
</tr>
<tr>
<td>D</td>
<td>67-69</td>
</tr>
<tr>
<td>D-</td>
<td>63-66</td>
</tr>
<tr>
<td>F</td>
<td>59-Below</td>
</tr>
</tbody>
</table>

**NOTE**: The instructor reserves the right to change the point value of criteria.

8. **Late Work**: All work missed due to an excused absence with a letter submitted prior to due date will be made up with no loss of points. Work missed for an excused absence with a letter submitted after the due date will receive a penalty of 10% for each day late (does not include emergencies). Unexcused absences or late work without approval will result in zero points for that day or assignment. All assignments must be completed in order to pass the class. Any work more than 10 days overdue (without prior approval) will not receive credit.
9. **Classroom protocol:** AS400 cadets will wear an Air Force uniform to class every Thursday. You do not have to remain in uniform after class (see attachment 1 for uniform info). A cadet will call the room to attention when the instructor enters or leaves and use either the instructor’s rank or sir/ma’am when addressing the instructor. Eating and drinking is allowed in class as long it is does not disrupt the lesson. Cadets will turn off all cell phones and portable electronic devices prior to the start of each class. If you are late to class, quietly enter and take a seat and see the instructor afterward.

10. **Chain-of-Command:** Use the cadet corps chain-of-command to address cadet corps issues. Please, feel free to contact me to discuss academics or most anything else.

11. **Additional Responsibilities:**

   - Students are governed by university standards of conduct as well as AFROTC requirements during AS classes. This includes carefully documenting any supporting materials or ideas that are not your own to avoid plagiarism. In addition, Air University staff are members of their respective educational organizations. The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staffs are encouraged to speak and write freely.

   - Cadets are expected to keep all AFROTC appointments including meetings with cadre members, active duty military offices or military treatment facilities. Cadets will meet any suspense issued by a cadre member or military non-commissioned or commissioned officer, and are accountable for all instructor taskings in or out of the classroom. Failure in this area could result in a “conditional event.”

   - Notify me (or in my absence a member of the cadre) if any of the following occur:
     - Academic problems or university probation (regardless of the reason)
     - Anticipate a term or cumulative GPA of less than 2.5
     - Anticipate receiving a “D” or an "F" in the semester
     - Anticipate a change in your date of graduation
     - Civil involvements (report within 72 hours)
     - Any medical problem, serious illness, injury, or any type of surgery

12. I am looking forward to spending this time with you in your last AS class before you commission. You will get out of it what you put into it, so please come to class ready to engage and get yourselves as well prepared as possible for active duty service in our great Air Force!

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// SIGNED-djg-7 Jan 14 //
DARRYLE J. GRIMES, Col, USAF
Professor of Aerospace Studies

3 Attachments:
1. Course Schedule
2. Class Absence Letter Format
3. Briefing Assignment Guidance
# AS 400B COURSE SCHEDULE – Spring 2014 (attachment 1)

**Day(s)/Time:** Thursday 0600-0850  
**Location:** ENS 106

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lesson</th>
<th>Topics</th>
<th>Uniform</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>23 Jan</td>
<td>33</td>
<td>Intro / Airman’s Creed and Code of Conduct</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#2</td>
<td>30 Jan</td>
<td>34</td>
<td>EUCOM AOR</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#3</td>
<td>6 Feb</td>
<td>38/39/48*</td>
<td>Enlisted Force / Enlisted Eval Sys / NCO Perspective</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#4</td>
<td>13 Feb</td>
<td>35/36/37</td>
<td>Bullet Statements / Performance Feedback</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#5</td>
<td>20 Feb</td>
<td>40/41</td>
<td>Officer Eval System / Evaluation Concepts</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#6</td>
<td>27 Feb</td>
<td>29/30/31/32*</td>
<td>LOAC / UCMJ / Military Law</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#7</td>
<td>5 Mar</td>
<td>Attend CLP</td>
<td>Combat Leadership Panel: Wed, 5 March, 1700-2000 at SDSU Alumni Center</td>
<td>Service Dress</td>
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<tr>
<td>#8</td>
<td>13 Mar</td>
<td></td>
<td>Midterm</td>
<td>ABU/Utility</td>
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<tr>
<td>#9</td>
<td>20 Mar</td>
<td>50/51*</td>
<td>NORTHCOM AOR / DSCA</td>
<td>ABU/Utility</td>
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<tr>
<td>#10</td>
<td>27 Mar</td>
<td>44/46/47</td>
<td>Sexual Harassment Awareness / Suicide Awareness / Operational Risk Mgmt</td>
<td>ABU/Utility</td>
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<tr>
<td></td>
<td>3 Apr</td>
<td>No Class</td>
<td>Spring Break</td>
<td></td>
</tr>
<tr>
<td>#11</td>
<td>10 Apr</td>
<td>43</td>
<td>SOUTHCOM AOR/Financial Mgt Planning*</td>
<td>ABU/Utility</td>
</tr>
<tr>
<td>#12</td>
<td>17 Apr</td>
<td>49/52/42</td>
<td>Civilian Personnel / Oath of Office / Advocacy Brief Preparation</td>
<td>ABU/Utility</td>
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<tr>
<td>#13</td>
<td>24 Apr</td>
<td>54*/45*/53</td>
<td>Cyberspace / IA, COMPUSEC, Info Ops / Briefings</td>
<td>ABU/Utility, SSB if briefing</td>
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<tr>
<td>#14</td>
<td>1 May</td>
<td>53/55/56/57</td>
<td>Briefings / Nuclear Ops / Air and Space Expeditionary Force / AFEX</td>
<td>ABU/Utility, SSB if briefing</td>
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<tr>
<td>#15</td>
<td>8 May</td>
<td>Final Exam</td>
<td></td>
<td>ABU/Utility</td>
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</tbody>
</table>

* Guest instructor: 6 Feb - TSgt Logan  
27 Feb – Lt Col Prescott  
20 Mar – Maj Marquez  
10 Apr – SGM(ret) Chin, USAA  
24 Apr – Capt Russell

**NOTE:** additional information pertaining to AS400 may be posted on Blackboard. The schedule or assignments are subject to change. By the end of week two, notify me of planned absences for religious observances or other significant events.
MEMORANDUM FOR AFROTC DET 075/PAS

FROM: AFROTC Det 075/ Flt Member
San Diego State University
ENS Bldg 21 Room 385
5500 Campanile Drive
San Diego CA 92182-7238

SUBJECT: Class Absence on (ENTER DATE)

1. REASON(S) FOR ABSENCE (note: attach supporting documentation, if applicable).

2. Justify why you think this should be an excused absence

sign here
JANE E. DOE, C/IC, AFROTC (5 returns)
AS 400B Student
AS400B ADVOCACY BRIEFING INSTRUCTIONS (Attachment 3)

1. This semester you will prepare a **5-7 minute** briefing advocating a position on an issue.

2. The class leader will distribute a sign-up sheet for topics and briefing times during class.

3. Here are some specific guidelines to help you build your brief:
   i. Choose an interesting topic
      1. Choose an innovative topic providing new information.
      2. Select a topic that is interesting to you.
      3. Avoid repeating information the audience already knows.
   ii. Conduct careful research.
      1. Review personal experience for primary source material.
      2. Use sources that are accurate and up to date.
      3. Build credibility with accurate examples, statistics, and testimony.
   iii. Organize the speech in a logical sequence.
      1. Military format (tell’em what you’re going to tell them, tell’em, then tell’em what you told’em).
      2. Choose an organizational plan appropriate to topic.
   iv. Develop a clear, personal delivery.
      1. Pronounce difficult names and technical terms correctly.
      2. Define unfamiliar words or phrases.
      3. Maintain eye contact with the audience.
      4. Practice the brief to gain confidence.

4. Military briefing format:

   Military briefing is made up of three parts: Introduction, body and conclusion. It’s structured this way to allow for better retention of the information, in that you’re going to tell’em what your going to tell’em, tell’em, then tell’em what you’ve told’em. By this time they’ve heard the information at least three times, allowing for a better chance that they’ll remember what you’re trying to get them to understand.

   a. Introduction – Made up of two parts: Attention and overview. Attention step gets your audience focused on what you’re going to present. The overview gives them a preview of what you’ll be discussing.

   b. Body – substance of the briefing. The main points of the briefing are discussed and explained in the body.

   c. Conclusion – Made up of two parts: Summary and closure. The summary highlights the most important ideas from each main point and the closure wraps-up the briefing and leaves no doubt that you’re done.

5. The evaluation of your briefing will be documented on the Holm Center Form 6.