

15 Jan 2025

MEMORANDUM FOR ALL AIR FORCE ROTC DETACHMENT 490 CADETS

FROM: AFROTC DET 490/OFC

SUBJECT: Spring 2025 Leadership Laboratory Syllabus

**1. Instructor Information:**

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**2. Introduction.** This syllabus will explain the requirements that you must fulfill in order to pass Leadership Laboratory (LLAB). LLAB and Physical Training (PT) provide you with practical, hands-on command and staff leadership experiences through various tasks within the 490th Cadet Wing (CW). For admin purposes, cadets are classified by the following groups:

- a. Basic Cadet (BC) Training. Cadets who are part of the GMC but are not scheduled to attend Field Training, normally AS100s
- b. Basic Cadet Leader (BCL). GMC cadets scheduled to attend FT in the upcoming year, normally AS200, AS250 or AS500 cadets
- c. Intermediate Cadet Leader (ICL). Cadets returning from FT, Normally AS300 cadets
- d. Senior Cadet Leader (SCL). Cadets scheduled to be commissioned in the upcoming year, normally AS400 cadets.

**3. Goals.**

- a. Expose first-year cadets to an informative and motivational program designed to recruit, retain, and familiarize cadets with the Air Force way of life; and foster leadership, followership, teamwork, and esprit de corps.
- b. Instruct BCL cadets on the mental and physical skills needed to succeed in the AFROTC FT environment.
- c. Offer cadets returning from FT opportunities to demonstrate and develop leadership and management skills needed to be successful as an active duty officer.
- d. Provide commissioning cadets additional opportunities to demonstrate and develop leadership and management skills needed to be successful as an active duty officer, and adequately prepare them to transition from the ROTC environment to active duty.

**4. Attendance Policy.** Cadets must attend 80% of all LLAB activities to include Professional Officer Course (POC) LLAB for the POC and meet the 80% PT attendance minimum. See the Attendance Policy, attached, for more information.

**5. LLAB Implementation.** READ THE WEEKLY SCHEDULE ON THE LAST PAGE.

a. Operations Orders (OPORDs). These orders provide specific direction for LLAB and mandatory events such as uniform wear, location of event, and objectives to be presented. OPORDs will be made available to cadets no later than (NLT) 1900L on the Friday prior to LLAB. Every cadet is required to read the OPORDs before each training day and come prepared for that week's activities.

b. Uniform. OPORDs specify the uniform to be worn at scheduled mandatory events. In accordance with (IAW) AFI 36-2903, *Dress and Personal Appearance*, and the AFROTC supplement to that instruction. Uniform for military events after LLAB will be coordinated with Aerospace Studies (AS) Instructor.

c. Customs and Courtesies. When in uniform, you shall adhere to proper military customs and courtesies (e.g., calling room/area to attention, saluting superior officers/cadet officers when in a designated salute zone, use of "sir" or "ma'am", standing when addressed by superior officers). It is also appropriate to follow these rules when at the detachment or whenever you are in contact with the cadre or other military members.

**6. Grading and Evaluation Procedures.** LLAB (AS335); POC LLAB (AS336); and PT (PE145) grades are either Pass or Fail. Performance at these classes does not affect your AS course grade.

a. All cadets must attend a minimum of 80% of LLAB activities. Cadets must also meet the 80% PT attendance requirement to pass LLAB each academic term. **All cadets must go into CANVAS and complete the verification of presence assignment for AS335 and PE145. POC must complete this assignment for AS336 as well.**

b. All cadets must attempt the Fitness Assessment (FA) at least once. If a cadet fails the FA, this does not constitute a failure in LLAB, but it may impact cadet retention status. Unless a cadet has cadre-approved documentation from a doctor, *failure to attempt* the FA will result in a failure in LLAB. The Body Mass Index/Body Fat (BMI/BF) portion of the FA will be conducted on those cadets who are medically/physically exempt from the physical portion of the FA.

c. SCL cadets who have completed their AS classes but have not graduated will attend LLAB unless excused in writing by the Det/CC, attend PT at least twice a week, and continue to meet all fitness, academic, and military requirements.

d. GMC who have completed AS100 and AS200 but have not entered the POC or extended POC will attend LLAB unless excused in writing by the Det/CC, attend PT at least twice a week, and continue to meet all weight, fitness, academic and uniform wear requirements.

e. Attitude Toward Training: Inability or refusal to conform to military training may result in immediate failure and/or dismissal as determined by the Det/CC. Normally, evaluation and feedback are provided to each cadet verbally at LLAB or in writing during the designated term's Cadet Developmental Feedback (CDF) session.

f. If a cadet fails LLAB, the cadet may apply for re-entry but the LLAB, will have to be re-accomplished for AFROTC credit.

g. Incompletes. The Det/CC must approve all "incompletes" for AS classes and LLAB. "Incompletes" should be used for unusual or unavoidable circumstances, such as an extended illness. "Incompletes" must not be used for make-up of unsatisfactory or delinquent work, or as a sanction for cadets who do not

return uniforms. "Incomplete" grades must be resolved NLT the end of the following term or it will constitute a failure."

7. **Objectives and Schedule.** Semester objectives for each LLAB are listed in the 490th CW Operations Plan (OPLAN). The OPLAN gives a draft schedule of LLAB dates and times for the entire semester - these dates and times may change, so pay attention to the OPORDs and CW email announcements.

**a. LLAB is held from 0700-0900 every Friday throughout the NJIT academic term with the exception of NJIT's recognized holidays or at discretion of OFC with the approval of the Det/CC.**

8. **Policy Reminders.** Det 490/CC briefs detachment policy to all cadets at the beginning of the term. The following is a brief reminder of some of the items you are responsible for knowing:

a. **Physical Discipline and Inappropriate Training:** Physical discipline and inappropriate training are not allowed. Examples of inappropriate training techniques are giving direct individual feedback with raised voices, physical maltreatment, physical contact, physical activities given as a consequence, and verbal maltreatment.

b. **Relations with Subordinates:** Any romantic relationships between cadets must be reported to cadre so the cadet wing positions may be organized to ensure there are no conflicts of interest in the chain of command. Also, cadets are forbidden from using their rank or position to take or be perceived as taking undue advantage of subordinates or infringing on the rights of subordinates.

c. **Practical Military Training (PMT) events:** Training is either deemed Mandatory or Voluntary. **Only cadre may authorize an event as mandatory.** All mandatory PMT events will have an OPORD signed by the OFC. Cadre and cadets will ensure pressure is not employed (directly or otherwise) on the CW to participate in voluntary PMT or extracurricular activities.

d. **Dress and Appearance:** If you've been issued a uniform, unless otherwise directed, you must wear it when attending any AFROTC function or scheduled meetings with cadre. If not, you must dress appropriately, and maintain Department of the Air Force (DAF) grooming standards.

e. **Sexual Harassment, Discrimination, Hazing:** There is zero tolerance for such activities in the Air Force or at this detachment. Violators will be dismissed from ROTC.

f. **Medical Coverage:** Only mandatory PMT events are considered sponsored by AFROTC and thus provide Department of Labor (DOL) medical coverage. Students who have been properly counseled and placed in participating student status are not eligible for coverage.

g. **Academic Integrity** is the cornerstone of higher education and is central to the ideals of this course, your university and the DAF. Cheating is strictly prohibited and devalues the degree that you are working towards. Additionally, it is in direct violation of the AFROTC Honor Code; "We will not lie, cheat, steal, nor tolerate among us anyone who does". As a member of the ROTC program and NJIT community, it is your responsibility to protect your educational investment and professional development by knowing and following the AF Honor Code and NJIT academic code of integrity policy found at [NJIT Academic Integrity Code](#).

As ROTC cadets and as your professor, it is our professional obligation and responsibility to report any academic misconduct to the Dean of Students (DoS) Office. Any student found in violation of the code

by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university or AFROTC program. If you have any questions about the code of Academic Integrity, please contact the NJIT DoS Office at [dos@njit.edu](mailto:dos@njit.edu). For questions about the AFROTC Honor Code, please contact your instructor.

h. Artificial Intelligence (AI) Assistance - This course expects students to work without AI assistance in order to better develop their skills in this content area. As such, AI usage is not permitted throughout this course under any circumstance.

John M. Phinney, Capt, USAF  
Operations Flight Commander

Attachments:

1. Weekly Schedule
2. List of LLAB objectives from AFROTCI 36-2011 Vol 1 Interim Change\_29 Sep 25

1st Ind, AFROTC DET 490 EDUCATION OFFICER

MEMORANDUM FOR RECORD

SUBJECT: Spring 2025 Leadership Laboratory Syllabus

1. I reviewed this syllabus to ensure completeness and compliance with AFROTCI 36-2011v3. It is approved.

JAMES C. CARTER, Lt Col, USAF  
Education Officer

***AFROTC Weekly Schedule***

EVENT	WEEKDAYS	TIME	NOTES	HOURS
Wing PT	Tuesdays	0700-0800	Mandatory	1
PT 1	Mondays	0700-0800	Must attend at least <b>one</b> of these*	1
PT 2	Tuesdays	0800-0900		1
PT 3	Wednesdays	0700-0800		1
PT 4	Thursday	0700-0800		1
LLAB	Fridays^	Refer to OPORD	Mandatory for LLAB credit. Normally 0700-0900	2

\*Tuesday PT also called supplemental PT. It is primarily for crosstown cadets and attendance must be approved by OFC.

^LLAB meets every Friday during scheduled academic term (see para 7)

### Objective Proficiency Codes:

**Intent:** The proficiency code identifies the desired skill level per the appropriate cadet level. The training should be designed to achieve the desired level of proficiency as stated on each objective. Inherently, a higher-level of training proficiency is required for POC cadets teaching certain critical skills; therefore, completion of Field Training is required prior to the start of training. At the discretion of cadre, cadets may be allowed to formally instruct, or evaluate cadets without completion of this course.

These proficiency codes are closely related to **Bloom's taxonomy, which is used in Academic Instructor training.** The three levels of Bloom's most closely related are the Remember, Understand, and Apply levels.

Most of the LLAB lesson objectives are cadet planned, organized, and executed under the supervision of the Detachment Commander and Operations Flight Commander.

Objective Proficiency Code Key	
Scale Value	Definition: The Individual
<b>Task Knowledge Level (K)</b>	<b>Subject Knowledge Training: The verb selection identifies the individual's ability to identify facts, state principles, analyze, or evaluate the subject</b>
Ka	Recall basic facts from memory ( <b>Bloom's Remember</b> )
Kb	Summarize basic facts from memory and draw conclusions about subject ( <b>Bloom's Understand</b> )
<b>Task Performance Level (P)</b>	<b>Performance Training: Identifies that the individual has performed the task to the satisfaction of the course; however, the individual may not be capable of meeting the field requirements for speed and accuracy (Bloom's Apply)</b>
P1	Can do most parts of the task. Needs only help on hardest parts (Partially Proficient - do/participate)
P2	Can do all parts of the task. Needs only a spot check of completed work (Competent - command, direct)
P3	Can do the complete task quickly and accurately. Can tell or show others how to do the task (Highly Proficient - coach/mentor, supervise, instruct)

<b>Note: Proficiency is intended to move from Knowledge to Performance. If an individual achieves a performance proficiency, it is assumed that knowledge has been achieved as well.</b>					
<b>AFROTCI 36-2011 Volume 1 Objective Table</b>		<b>BC</b>	<b>BCL</b>	<b>ICL</b>	<b>SCL</b>
<b><u>Training Objective 1 - DAF and AFROTC Grade Structure and Insignia</u></b>					
<b>SOB 1.1</b>	Identify DAF enlisted grade structure by insignia and name.	Ka			
<b>SOB 1.2</b>	Identify DAF & Joint officer grade structure by insignia and name.	Ka			
<b>SOB 1.3</b>	Identify AFROTC grade structure.	Ka			
<b><u>Training Objective 2 – DAF and AFROTC Chain of Command</u></b>					
<b>SOB 2.1</b>	List the current DAF and AFROTC chain of command.	Ka			
<b>SOB 2.2</b>	Summarize the chain of command from the President of the United States to you as a cadet.		Kb		
<b><u>Training Objective 3 - AFROTC Honor Code</u></b>					
<b>SOB 3.1</b>	Define each element of the AFROTC Cadet Honor Code.	Kb			
<b>SOB 3.2</b>	Recall procedures for reporting a suspected Cadet Honor Code violation.	Ka			
<b>SOB 3.3</b>	Describe common misconceptions and improper applications of the Cadet Honor Code.	Kb			
<b><u>Training Objective 4 – DAF Customs and Courtesies</u></b>					
<b>SOB 4.1</b>	Recall proper DAF customs and courtesies expected of cadets to peers, superiors, and subordinates	Ka	Kb		
<b>SOB 4.2</b>	Practice proper forms of saluting and recognize who and when to salute	P1	P2	P3	
<b>SOB 4.3</b>	Practice reporting in/reporting out procedures.	P1	P2	P3	

<b>SOB 4.4</b>	Utilize the proper courtesies displayed during informal and formal activities	P1	P2	P3	
<b>SOB 4.5</b>	Recall procedures for proper display of the flag	Ka	Ka		
<b>SOB 4.6</b>	Describe proper customs and courtesies for outdoor ceremonies	Ka	Kb		
<b>SOB 4.7</b>	Describe proper customs and courtesies for indoor ceremonies	Ka	Kb		
<b>SOB 4.8</b>	Paraphrase proper procedures for folding the flag	Ka	Kb		
<b>SOB 4.9</b>	Demonstrate proper procedures for retreat	P1	P2	P3 <sup>1</sup>	
<b>SOB 4.10</b>	Demonstrate proper procedures for reveille	P1	P2	P3 <sup>1</sup>	
<b><u>Training Objective 5 - Military Ceremonies and Protocol</u></b>					
<b>SOB 5.1</b>	Describe Dining-In and Dining-Out procedures and protocol	Ka		Kb	
<b>SOB 5.2</b>	Describe official ceremonies protocol and procedures (award ceremony, change of command, etc.)	Ka	Ka	Kb	
<b><u>Training Objective 6 – DAF Dress and Appearance Standards</u></b>					
<b>SOB 6.1</b>	List when it is inappropriate to wear your uniform	Ka	Ka		
<b>SOB 6.2</b>	Demonstrate proper DAF grooming standards	P1	P2	P3	
<b>SOB 6.3</b>	Demonstrate proper AFROTC and DAF dress and appearance standards	P1	P2	P3	
<b><u>Training Objective 7 - Drill Positions and Movements</u></b>					
<b>SOB 7.1</b>	Demonstrate drill fundamentals	P1	P2	P3	
<b>SOB 7.2</b>	Demonstrate individual drill instruction	P1	P3		
<b>SOB 7.3</b>	Demonstrate basic drill of the flight	P1	P3		
<b>SOB 7.4</b>	Demonstrate intermediate drill of the flight	P1	P3		
<b>SOB 7.5</b>	Demonstrate advanced drill of the flight	P1	P3		



<b>SOB 7.6</b>	Demonstrate proper guidon positioning, commands, and movements		P2	P3 <sup>1</sup>	
<b>SOB 7.7</b>	Demonstrate detail marching		P3		
<b>SOB 7.8</b>	Demonstrate squadron marching		P1	P3 <sup>1</sup>	
<b>SOB 7.9</b>	Demonstrate Open Ranks Inspection	P1	P2	P3 <sup>1</sup>	
<b>SOB 7.10</b>	Demonstrate proper road guard procedures	P1	P3		
<b><u>Training Objective 8 - Effective Followership, Leadership, and Teamwork Skills</u></b>					
<b>SOB 8.1</b>	Demonstrate effective followership	P1	P2	P3	
<b>SOB 8.2</b>	Demonstrate effective team leadership	P1	P2	P3	
<b>SOB 8.3</b>	Demonstrate effective group leadership as POC-In-Charge			P2	P3
<b>SOB 8.4</b>	Demonstrate the principles of an effective debrief		P1	P2	P3
<b>SOB 8.5</b>	Recall the Airman's Foundational Competencies	Ka	Kb	Kb	Kb
<b>SOB 8.6</b>	Employ risk management principles and execute operations safely	P1	P2	P3	P3
<b>SOB 8.7</b>	Understand how mission planning impacts performance in problem solving and completing a mission		P2	P3	P3
<b>SOB 8.8</b>	Demonstrate the essentials of effective mission debrief		P2	P3	P3
<b>SOB 8.9</b>	Practice Leadership Evaluation Using the Form 2	Ka	Kb	P2	P3
<b><u>Training Objective 9 - Understand How the DAF Employs Warfighting Assets</u></b>					
<b>SOB 9.1</b>	Recall DAF contributions to the joint fight	Ka	Kb		
<b>SOB 9.2</b>	Summarize DAF warfighting assets	Ka	Kb		
<b>SOB 9.3</b>	Practice the application of DAF assets to the joint fight through a wargaming scenario or discussion	P1		P2	P3
<b><u>Training Objective 10 - Expeditionary Skills</u></b>					
<b>SOB 10.1</b>	Differentiate the different types of orders and their uses		Ka	Kb	
<b>SOB 10.2</b>	Discuss the considerations for operating in secured and/or hostile environments		Ka	Kb	

<b>SOB 10.3</b>	Utilize basic Tactics, Techniques, and Procedures to respond to attacks or threats.	P1		P2	P3
<b>SOB 10.4</b>	Respond to UXOs and IEDs	P1		P2	P3
<b>SOB 10.5</b>	Respond to identified Insider Threat/Active Shooter scenarios		P1	P3	

<b>Training Objective 11 - Preparation for Active Duty</b>					
<b>SOB 11.1</b>	Carry Out the cadet mentoring program			P1	P2
<b>SOB 11.2</b>	Practice leadership/management skills in supervising the cadet corps			P1	P2
<b>SOB 11.3</b>	Practice proper feedback and performance evaluation skills			P2	
<b>SOB 11.4</b>	Utilize the ACA during feedbacks			P2	
<b>SOB 11.5</b>	Utilize writing/evaluating narrative statements			P1	
<b>SOB 11.6</b>	Practice elements of OPBs/EPBs			P1	
<b>SOB 11.7</b>	Practice Awards & Decorations			P1	
<b>SOB 11.8</b>	Describe the appropriate usage of the indorsement format of the official memorandum			Kb	
<b>SOB 11.9</b>	Describe the administrative requirement for E-publishing usage to locate pubs and forms			Kb	

Note 1: Only selected cadets need to be proficient at this level, to fulfill Detachment training requirements.