

**SMSgt David B. Reid**  
**Airman Leadership School**

*Student Information Brochure*



*Shaw Air Force Base*  
*Sumter, SC*

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# FOREWORD

Congratulations on your selection to attend Airman Leadership School (ALS)! This school is the first level of Professional Military Education (PME) you will encounter during your Air Force career. It is designed to provide you with the tools and knowledge to effectively lead, supervise, and motivate your subordinates.

What you obtain from ALS will depend on the effort you put forth. The course will be challenging and you must apply yourself. Come with an open mind, prepared to learn. If you do, I guarantee you will leave the school with a better understanding of our Air Force and what it means to be a professional!

We at ALS are committed to helping every student gain the skills, attitude, and knowledge necessary to become a leader in today's Air Force. We look forward to working with you. Together, we will make the Air Force Noncommissioned Officer Corps the best ever.

This brochure provides a brief description of ALS, highlights the curriculum, and lists basic clothing requirements. We hope it will answer most of your questions. If you have any other questions, please feel free to contact us at DSN: 965-2671 or commercial at (803) 895-2671.

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DARYLL G. CLARK, MSgt, USAF  
Commandant, Airman Leadership School



## MISSION & PHILOSOPHY

The mission of ALS is to prepare senior airmen (SrA) to be professional, warfighting Airmen able to supervise and lead Air Force teams to support the employment of air, space, and cyberspace power. Additionally, ALS enhances the development of Senior Airmen by strengthening their ability to lead, follow, and manage while gaining a broader understanding of the military profession.

ALS seeks to provide students with an environment of military educational excellence. We accomplish this through planning of the educational program, effective use of facilities, and continuous training of the faculty. We, at ALS, strive to meet the following objectives:

- *Emphasize the role of the supervisor in the Air Force*
- *Increase self-confidence and professional knowledge*
- *Promote high standards of duty performance, bearing, and behavior*
- *Encourage individuals to assume leadership and supervisory responsibilities on the job and in the community*
- *Instill a greater sense of personal regard for the welfare of all Airmen*
- *Enhance the position, prestige, and dignity of enlisted people*

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## SCHOOL ACCREDITATION

Professional Military Education is affiliated with the Community College of the Air Force (CCAF). The college serves Air Force enlisted personnel by combining on and off duty education into associate degree programs designed around Air Force Specialties. Established in 1972, CCAF is accredited by the Commission of Colleges of the Southern Association of Colleges and Schools. Our school has become part of the CCAF College System by demonstrating quality curricula, excellent instructional personnel and techniques, and a quality environment for college-level learning. CCAF awards graduates 6 semester hours towards their degree program.

## ALS FACILITIES

### ALS SCHOOLHOUSE

We are located at 398 Shaw Drive, Building 501, on the second floor of the Education Center. The students have access to a break area with a refrigerator, microwaves, and vending machines. Students will not park in the education center parking lot. Students are only authorized to park in the parking lot on the corner of Polifka and Shaw Drive (diagonally across from the education center.) After duty hours, parking in the rear lot is allowed.

### MAIL SERVICES (TDY Students Only)

To receive mail during the class, use the following address:

20 FSS/FSDA  
Airman Leadership School  
Student's Rank, Name, & Class Number  
398 Shaw Drive, Building 501  
Shaw AFB SC 29152

To avoid delays, mail should not be sent to this address after the third week of class.

## DINING

ALS students can choose from various establishments:

The CMSgt Emerson E. Williams Dining Facility is a state of the art, full service dining facility, conveniently located near ALS. Dining hours are as follows:

| Monday-Friday Hours | Saturday-Sunday (Holidays) |
|---------------------|----------------------------|
| 0600-0800           | 0730-1230                  |
| 1100-1300           | 1630-1800                  |
| 1630-1900           | 2230-0001                  |
| 2230-0001           |                            |

Other options for dining on base include the Sand-wich Trap Café at the Carolina Lakes Golf Course, The Carolina Skies Club & Conference Center, the Cosmic Grill at the Shaw Lanes Bowling Center, and Rickenbacker's located in Building 1118. Burger King, Subway, Dunkin Donuts, and Taco Bell are located in the Exchange Food Court.

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## CLASS SCHEDULE

ALS conducts seven (7) classes each year. Each ALS class lasts for 24 academic days, containing 192 curriculum hours. Contact your first sergeant with any scheduling questions.

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## REPORTING PROCEDURES

On the class start date, all students will report to the Spratt Education Center Auditorium (Room 129) no later than 0715 hours. The uniform of the day will be ABUs/OCPs/Flight Suits. **Any student unsure of where to report should contact the ALS faculty prior to class start for clarification.**

## DRESS AND PERSONAL APPEARANCE

Students must meet the requirements of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and 20th Fighter Wing policies for dress and personal appearance. Unit Morale shirts are authorized.

Both OCPs and ABUs are authorized uniforms for all Airmen. Therefore, both uniforms will be allowed in EPME. This will be the case during the transition period until the OCP mandatory wear date which is tentatively set for 1 Apr 2021.

As of 23 April 2019, the Two-Piece Flight Duty Uniform (2PFDU) is authorized to wear in EPME schools. Additionally, the wear of the regular flight suit is now authorized while attending EPME.

Uniforms must be clean, correct in design, and specification, fitted properly, and in good condition (i.e. not frayed, stained, worn out, torn, faded, patched, or so forth). Shoes must be shined and in good repair. Badges, insignias, belt buckles, and other metallic devices must be clean and free of scratches, and corrosion. Ribbons must be clean and not frayed. A complete list of uniform requirements can be found on page 14.

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## STUDENT LIFE AT ALS

The academic day begins at 0730 hours and ends at 1600 hours. Lessons are presented primarily as guided discussions with a few informal lectures. Unlike other courses which evaluate one's knowledge and comprehension using end-of-course examinations, this course incorporates in-class exercises as well as performance tasks to assess the students' comprehension of the lesson concepts and principles.

There are scheduled open ranks inspections and periodic spot checks conducted by staff members. Students will have free time after the end of each scheduled class day. Time for group study and completion of assignments will be the student's responsibility. Students must complete all homework in order to participate in and benefit from class discussion. Each class also serves the local community through volunteer opportunities.

**Tobacco Use Policy:** Tobacco use is only permitted during non-duty hours, which are defined as before and after class and during the lunch hour.

**Telephone Calls/Messaging:** Emergency: (i.e. family illness) You may call extension 895-2671 (ALS Commandant). Students are not permitted to have cell phones on during academic hours but may use them on breaks and at lunch.

**Additional Expenses:** It is not the intent of ALS to incur additional expenses for students; however, additional expenses are not unusual. Students should be prepared to offset the additional cost of uniforms, dining, dry cleaning/laundry, graduation, etc.

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## ACADEMIC CURRICULUM

The Air University, headquartered at Maxwell AFB, Alabama, establishes the ALS curriculum, keeping it uniformed across all 68 ALS campuses worldwide.

The curriculum consists of 4 outcomes: The Mission, Leadership, Problem Solving, and Air Force Culture. Individual lessons are incorporated into these outcomes. The students' mastery of these outcomes will be assessed in a Capstone exercise

### COURSE OUTCOMES:

**The Mission:** Students will be able to communicate their contribution to the wing and Air Force missions.

**Leadership:** Students will be able to collaborate and connect with members of the Air Force team.

**Problem Solving:** Students will be able to apply cognitive strategies to solve Air force problems.

**Air Force Culture:** Students will be able to exhibit the AF core values and instill them in others.

## INSTRUCTIONAL POLICIES

The following policies are applicable to ALL Airman Leadership School faculty, guest speakers, and students.

### *Terms:*

Academic Freedom. The privilege of debate with discretion on any subject related to Airman Leadership School curriculum.

Non-attribution. Treating statements made in a school forum (classroom, auditorium) as privileged information not to be attributed to a specific individual, whether it is a guest speaker or another student.

### *Explanation:*

ALS policy encourages academic freedom and non-attribution. Through this process, we encourage students to state their opinions and support or criticize any objective, policy, theory, or statement while pursuing knowledge, understanding, and improvement of the military profession. Statements, disagreements, and other comments made by individuals or groups during the course will be safeguarded through the practice of non-attribution. It is acceptable to say a “previous speaker” made a particular statement, but the speaker’s name will not be divulged.

Remarks made by guest speakers may be released or discussed outside the classroom only after express permission has been received from the speaker and approval obtained from a staff member. Although individuals are encouraged to use academic freedom, it must be tempered with good judgment to refrain from remarks which could prove harmful to others or be construed as irresponsible statements.

Specifically, we discourage the use of a supervisor’s name if presented in a disparaging manner. This is not meant to restrict classroom discussions of controversial subjects; however, discretion must be a guiding criterion during each exchange of information. Using a specific individuals name does not add any value to the learning process.

### **Curriculum Materials**

All course materials provided to students to include but not limited to student study guides (Reference materials located in the LMS), handouts, and any versions of completed student assignments are intended for the exclusive use by the student while attending the course and may be retained by the student as personal reference material. Students may not provide copies of any course materials to future students or commercial entities, nor upload in whole or in part instructional materials to Internet websites

### **Use of Electronic Devices**

Students may use laptop computers, tablets, e-readers, or other electronic devices in the classroom; however students must stay fully engaged in the discussion and are always at risk of being called upon at any time. Additionally, as stated above, built-in cameras microphones, and/or other recording software will not be used in the classroom during the delivery or review of academic curriculum. School faculty will have the final say regarding student use of electronic devices in the classroom

Use of electronic devices during academic instruction for any type of recording, taking photos or video, games, internet browsing, shopping, social media, text messaging, email, or any other use not directly related to the module(s) constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release from the course. School faculty will ultimately make the final decision regarding student use of electronic devices in the classroom.

### **Use of Learning Management System (LMS)**

Communications among students and faculty in a distributed learning environment (such as the LMS) are an extension of the academic EPME classroom, considered privileged (protected), and academic freedom and non-attribution policies apply. Care should be taken to ensure that text conversations from discussion boards are not forwarded outside the educational forum without the permission of the originator. Furthermore, these communications must comply with Air Force guidance on acceptable use of Internet-based capabilities as outlined in AFMAN 33-152.

### **Extenuating Circumstances**

Students must promptly inform the faculty as soon as extenuating circumstances arise so that appropriate actions are taken. Extenuating circumstances include: (1) death or terminal illness notification of a family member or (2) marital, family, or financial situations. Actions may include temporary absence, administrative release, or early graduation. Students should speak to their instructor about the academic ramifications if they decide to continue the academic program versus early release to tend to extenuating circumstances.

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## PHYSICAL TRAINING (PT)

The primary purpose of the Physical Training program is to provide a structured workout and educational experience making fitness enjoyable, rewarding, and safe. It serves as a stress reliever and encourages students to maintain a sound conditioning program well after graduation. Our program focuses on developing flexibility, strength, and endurance through proper warm-up, exercise activity (Aerobic, stretching, strength, etc.), and cool-down.

All students will participate in aerobics and strength training activities outlined in the curriculum and monitored by the ALS staff. The Air Force PT Uniform is required.

Physical Training is usually held 2-3 times per week. Check your class schedule for the correct dates and times. Students are encouraged to workout in addition to the prescribed days.

### *Exercise Clothing:*

Dress for the weather: April through November generally range from 60-100+ degrees while December through March can vary anywhere from 30-75 degrees.

All students are required to wear the Air Force PT Gear during ALS scheduled workouts. Please reference AFI 36-2903 for wear guidance.

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## GRADUATION REQUIREMENTS

To graduate, all students must meet the following requirements:

**Lessons with assessments:** Students will be assessed on curriculum material by way of 4 performance tasks. Students must score the minimum passing standard on each performance task.

**Lessons with no assessments:** For those lessons that do not have performance tasks, students will participate and meet lesson objectives to the instructor and commandant's satisfaction. Students will participate in all aspects of every academic program and event, to include stratification of their peers. Students with medical profiles that limit their ability to participate in specific physical activities will meet graduation requirements as determined by the commandant on a case-by-case basis.

All instances pertaining to students not meeting lesson objectives due to a lack of participation will be documented. Remediation or other appropriate administrative action will be taken to correct this unacceptable behavior. Multiple infractions may lead to a student's release from the course.

Additionally, students must complete all areas of the course including the community service project, PT, and, socials.

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## GRADUATION CEREMONY

The graduation ceremony is the highlight and culmination of the course. It recognizes and honors each member of the graduating class. The graduation ceremony is held in the Carolina Skies Club & Conference Center Ballroom. Dress for this occasion is Mess Dress or Semi-Formal and "Black tie" attire for civilian guests. Because this is a formal event, civilian guests arriving in blue jeans and similar attire will be asked to leave. During the event, a guest speaker delivers the graduation address, sponsors present student awards, and the wing commander/command chief presents the diplomas.

Electronic invitations are sent to commanders, Chief Master Sergeants, and First Sergeants. Each student will have a limited number of tickets available for guests., which usually include friends/family, OICs, NCOICs, and supervisors. **Please keep in mind that seating is limited.**

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## EPME LEVEL AWARDS

The Air Force authorizes four permanent awards to provide recognition for outstanding performance while attending ALS.

Commandants may disqualify any award candidate who fails to exhibit USAF leadership traits and characteristics, professional behavior, military bearing, respect for authority, the highest standards of dress and appearance, or exemplary standards of on- and off-duty performance to include physical fitness standards.

**Eligibility:**

- Students who do not meet minimum passing scores on any of the performance tasks are ineligible for the John L. Levitow, Distinguished Graduate, and Academic Achievement awards.
- Students with one or more letters of counseling, admonition, or reprimand are ineligible for awards at the commandant's discretion

**John L. Levitow Award:** This is the highest honor awarded based on performance tasks, peer stratifications, and the capstone exercise. The John L. Levitow Award is the most distinguished graduate and is included as part of the top 10 percent of Distinguished Graduates. Each ALS class will have only one John L. Levitow Award recipient.

**Distinguished Graduate Award:** This award is presented to the top 10 percent of the class which is determined by performance tasks, peer stratifications, and the capstone exercise.

**Academic Achievement Award:** This award is presented to the student with the highest academic standing, excluding the John L. Levitow Award recipient.

**Commandant's Award:** This award is presented to the student who, in the Commandant's judgment, made the most significant contribution to the overall success of the class. The John L. Levitow Award winner is NOT eligible for this award; however, students academically redlined may be eligible.

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## Peer Feedback and Stratification

Feedback is a primary focus and integral part of any EPME resident course. Therefore, students will participate in peer feedback throughout their time at ALS.

**Peer Feedback:** Peer feedback is based on peer assessments completed by students at two specific times during the course. These assessments are based upon 10 observable behaviors. Students will perform these peer assessments in the EPME Course Application Toolkit (ECAT) accessible through the LMS. After completing the peer assessments, students will receive time to view their individual assessments and they will then participate in face-to-face feedback.

**Peer Stratification:** Upon completion of the peer assessments, students will be prompted to stratify their peers in ECAT. These stratifications will take place in conjunction with the peer assessments twice throughout the course.

## STUDENT RELEASES

There are three types of releases: administrative, academic, and disciplinary.

**Administrative Release:** Students are administratively released when they encounter extenuating circumstances, or when recalled by their commander. This type of release is without prejudice and the student is eligible to return as soon as the reason for release is resolved and the student can obtain a new quota.

**Academic Release:** Students are academically released when they fail to meet minimum academic requirements. Academic releases render students ineligible for reentry into any EPME course of instruction for three months (90 days) from the release date.

**Disciplinary Release:** Students are disciplinary released when they violate Air Force directives or individual school policies (e.g., cheating, lack of effort, disruptive or poor attitude, or other conduct in violation of the UCMJ). Disciplinary releases render students ineligible for reentry into any EPME course of instruction for one year (365 days) from the release date.

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## ADDITIONAL ITEMS:

While attending ALS, you are in student status. According to AFI 36-2301, *Developmental Education*, “Students will be considered unavailable for additional duties and/or exercise participation (as if TDY away from home station) throughout the course from start date to graduation.” (p. 12) With that said, at no point should you be recalled by your unit to participate in exercises or to complete any unit related work on weekends, without approval from the commandant.

Since you are considered TDY away from home station, appointments will be kept to only those that can relate in your readiness level. Appointments such as medical appointments such as sick call, visiting MPS to sign reenlistment paper work, etc., are authorized. Appointments such as closing on a home, traffic court, WAPS Testing, etc., are not authorized during ALS. These appointments must be scheduled during lunch or at the end of the day. If you’re questioning if the appointment is legitimate, ask yourself if this would be a priority if you were at ALS at another base.

Finally, it is every military member’s responsibility to ensure their families are taken care of. If you are required by your unit to have a family care plan, then ensure it is solid and be ready to execute it during the course. You must have a backup plan to pick up children from day care if the duty day exceeds the limit. Also, if you children become sick during the course, someone must be ready to take care of them at home besides you. Again, ask yourself what you would do if you were at ALS away from home station.

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## ALS FACULTY

|                                  |                   |
|----------------------------------|-------------------|
| MSgt Daryll G. Clark             | Commandant        |
| TSgt Kayla B. Arnett             | Flight Instructor |
| TSgt Adrielle H. Pickens         | Flight Instructor |
| TSgt Molly M. Lemmond            | Flight Instructor |
| TSgt Jhodeci D. Redmon           | Flight Instructor |
| SSgt Jasmine L. Williams         | Flight Instructor |
| SSgt Yessenia L. Collazo Alvarez | Flight Instructor |
| SSgt Joseph A. Augustine         | Flight Instructor |

## REQUIRED UNIFORM ITEMS

### Male Students

Blue name tag, plastic  
Silver name tag, (Service coat)  
Blue belt, silver tip (Service Uniform)  
ABU/OCP belt  
Blue flight cap

ABU/OCP cap

Shoes, low quarter, black oxford

Boots (Authorized)

Tie, blue, herringbone (Service and semi-formal uniforms)

Slacks, blue (wool/polyester)

Service dress coat

Shirt, light blue, long and short sleeve

White shirt for Semi- Formal (unless wearing Mess Dress to graduation)

ABU/OCP w/ T-Shirt  
Gortex or Fleece Jacket  
Lightweight blue jacket (Rank Sewn On)  
Gym (running) shoes  
Air Force PT Gear

### Female Students

Blue name tag, plastic  
Silver name tag (Service coat)

Blue belt, silver tip (Service Uniform)

ABU/OCP belt

Blue flight cap

ABU/OCP Cap

Shoes, low quarter, black oxford or

Shoes, black pump (heel must not exceed 2 1/2 inches)

Boots (Authorized)

Tab, blue (Service and semi-formal uniforms)

Slacks, blue (wool/polyester)

Skirt, blue (wool/polyester) (optional)

Service dress coat

Blouse, light blue, long or short sleeve

ABU/OCP w/ T-Shirt

Gortex or Fleece Jacket

Lightweight blue jacket (Rank Sewn On) (optional)

Gym shoes

Air Force PT Gear

White shirt for Semi- Formal (unless wearing Mess Dress to graduation)

**NOTES:** 1. All ribbons and tie/tab are mandatory with all service uniform combinations while attending ALS. Functional badges are also mandatory.

## Attachment 1

### System Requirements for Airman Leadership School

|                           | Minimum   | Recommended   |
|---------------------------|---|---|
| <u>Operating System</u>   | Windows 8, Mac OSX 10.6, or later   | Windows 8.1 or later, latest Mac OSX                            |
| <u>Processor</u>          | 2 GHz processor   | 2.86 GHz or faster processor                                    |
| <u>Memory</u>             | 4 GB of RAM or higher   | 8 GB of RAM or higher   |
| Monitor Resolution        | 1024 x 768  | 1024 x 768 or higher  |
| Free Hard Disk Space      | 5 GB of free disk space   | 20 GB or higher of free space                                   |
| Wireless                  | WPA2 Personal Encryption capable (802.1x)   | WPA2 Personal Encryption capable (802.1bg)                      |
| <u>Internet Browser**</u> | IE10, latest Chrome or Firefox  | IE11, Safari 6, latest Chrome Version or latest Firefox Version |
| Word Processing Program   | Any word processing program that will the ability to save documents in PDF format |   |

|   |                          |
|---|--------------------------|
| Antivirus                                 | Any up to date antivirus |
| Acrobat Pro                               | Version 9+               |
| Adobe Acrobat Reader or Adobe Acrobat Pro | Version 9+               |

### Mobile Devices

Devices, such as, the Apple iPad, Android Tablets, or Windows Slates, it is highly recommended that you bring a keyboard and mouse that will connect to these devices since you will be required to compose several essays. External keyboards or mice will not be provided by the schoolhouse for these devices.

| Wireless                                  | WPA2 Personal Encryption capable (802.1x)   | WPA2 Personal Encryption capable (802.1x) |
|---|---|---|
| <u>Internet Browser</u>                   | Mobile IE, Safari Mobile (latest), Chrome or Firefox                              |   |
| Word Processing Program                   | Any word processing program that will the ability to save documents in PDF format |   |
| Antivirus                                 | Any up to date antivirus  |   |
| Adobe Acrobat Reader or Adobe Acrobat Pro | Version 9+  |   |

### Government Systems

Government systems should have the Standard Desktop Top (SDC) v3.4 (with Office 2010) with Google Chrome or Firefox installed and the wireless connection turned on prior to coming to the schoolhouse.

**Notes:**

Headphones/earbuds will be required to complete the course and are not provided by the schoolhouse.

All software, drivers, and updates must be installed prior to arriving at the schoolhouse.

Any system older than 3 years may not have the processing power to work with our current version of the Learning Management System and its components.

Smartphones are not considered a viable method to complete the course.

Laptops must have current date and time set.

It is recommended to bring a CAC reader.