



THE JOINT MILITARY LEADERSHIP CENTER NEWSLETTER



2014

JOINT FIELD DAY

Following the success of last year's Joint Field Day, approximately 40 cadets and midshipmen assembled on Saturday, October 12 to play some sports, have fun and get to know each other on a sunny, warm Saturday morning. The overall objective was cross-service camaraderie. Led by **Army Cadet John Jaufmann**, **Air Force Cadet David DeLeon** and **Midshipman Travis Kujawksi**, there was plenty of food and drink: coolers for soda and water, and grilled hamburgers and hot dogs.



The sports were varied, fun, and competitive - soccer, flag football, ultimate frisbee, and kickball. Overall, the Joint Field Day was most certainly a success. It was well planned and executed; the organization was evident and everyone enjoyed themselves.

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Gold Star Mothers Visit Naval ROTC

Fallen soldiers were also remembered earlier in the semester when USF's Naval ROTC students received a visit from Gold Star Mothers, Inc. The Gold Star Mothers program was started after WWI in 1928. Another organization, Gold Star Wives, was started by and for the widows of fallen soldiers during WWII.

Gold Star Mothers Annette Kirk, Toni Gross and Lorri Fleming visited with USF Naval ROTC midshipmen in September.

"They had reached out to USF about informing ROTC students about the significance of Gold Star families since many even in the military are not aware," said John Sarao, CDR USN (Ret.), acting executive director of the Joint Military Leadership Center. Sarao. "They really enjoyed the opportunity to meet, talk with and, in a sense, hug our students who reminded them of their lost ones in many ways."

The Gold Star Mothers showed a brief video followed by a short presentation and a question and answer session with the students.

One of the mothers, Toni Gross, wrote following her visit to give her thanks for the warm welcome. "I was blessed to be able to hug and shake hands with many of the students, all of them reminded me of my son, Cpl. Frank R. Gross," she said. Her son lost his life in Afghanistan.

She continued, "**Capt. (Bradley) Hawkins** was personable and accommodating as we met with him. ...I was impressed with his introductory presentation yesterday, speaking of those who stay behind and support their beloved service member...wives and mothers, children, brothers and sisters." Gross is the first vice president of the state chapter and chapter president of the Tampa Gulf Coast North American Gold Star Mothers, Inc..

Annette M. Kirk, listing herself as "proud Gold Star Mother of PFC Paul O Cuzzupe II," also expressed her thanks, "We were all very impressed not only with the beautiful facility but your gracious staff. If there is anything the Gold Star Mothers can do for you, please let us know." She serves as Tampa Bay-Tampa Chapter president of the organization.

"Since 9/11, the Mothers have organized more," said John Sarao, CDR USN (Ret.), acting executive director of the Joint Military Leadership Center. "It's a great support group and way to honor their sons and daughters."



2013—2014 Joint Military Leadership Center's Commander's Cup

The Commanders' Cup competition, sponsored by the Joint Military Leadership Center (JMLC), was held on Friday, January 17th just outside the track and field stadium. Annually, the Army, Naval and Air Force ROTC units compete against each other in various athletic events to determine who will win the bragging rights and take possession of the coveted Commanders' Cup. This year, the Air Force's 158th Cadet Wing can claim the title after a very spirited morning of competitive events.

The morning's events consisted of individual competition in pull-ups, push-ups, and sit-ups followed by 4 man team flag football, tug-of-war and full court basketball. Having the smallest contingent, the Naval ROTC's Buccaneer Battalion athletes each participated in all the team events. Finishing third, they displayed grit and determination through the morning.

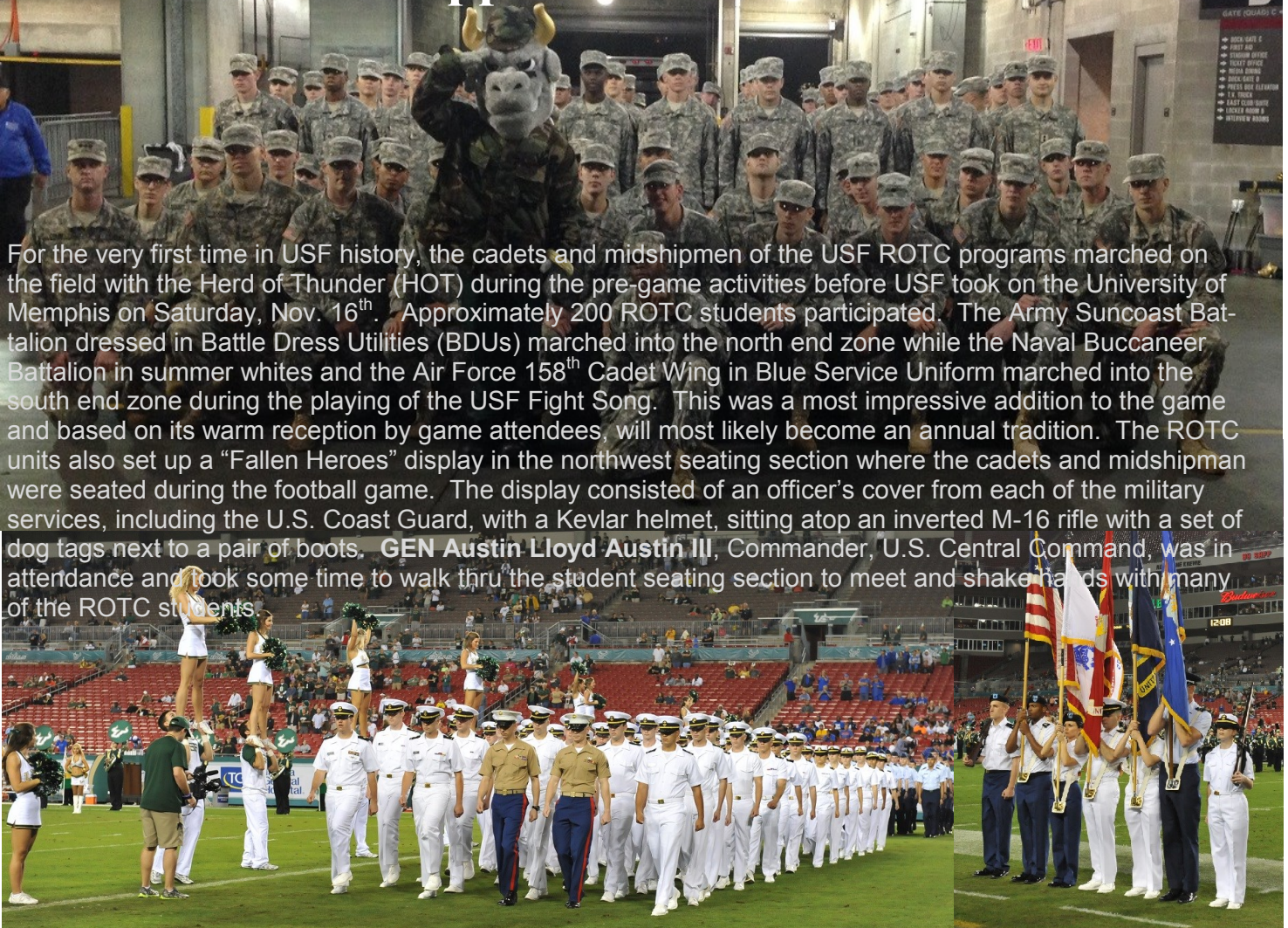
The Army's Suncoast Battalion were head to head with Air Force throughout the competition but in the end placed second after Air Force won the final event, full court basketball.

The entire morning was planned and organized by each ROTC units' Joint Liaison Officers: **Midshipman Ines Gulfo** (Naval), **Cadet Carlos Monge** (Air Force) and **Cadet Ryan Steiner** (Army). **Midshipman Leanna Bivens** and **GySgt Joshua Wilson**, the Assistant Marine Officer Instructor, were responsible for the timely and safe conduct of the entire competition.

Coincident with the stand-up of the JMLC, the inaugural Commanders' Cup competition was held in 2004. The goal is to promote friendly inter-service rivalry while developing a stronger spirit of camaraderie between all the service ROTC programs at USF. Air Force ROTC has won the Cup five times, the Army and Naval ROTC two times each.



USF Football Military/Veterans Appreciation Game



For the very first time in USF history, the cadets and midshipmen of the USF ROTC programs marched on the field with the Herd of Thunder (HOT) during the pre-game activities before USF took on the University of Memphis on Saturday, Nov. 16th. Approximately 200 ROTC students participated. The Army Suncoast Battalion dressed in Battle Dress Utilities (BDUs) marched into the north end zone while the Naval Buccaneer Battalion in summer whites and the Air Force 158th Cadet Wing in Blue Service Uniform marched into the south end zone during the playing of the USF Fight Song. This was a most impressive addition to the game and based on its warm reception by game attendees, will most likely become an annual tradition. The ROTC units also set up a "Fallen Heroes" display in the northwest seating section where the cadets and midshipman were seated during the football game. The display consisted of an officer's cover from each of the military services, including the U.S. Coast Guard, with a Kevlar helmet, sitting atop an inverted M-16 rifle with a set of dog tags next to a pair of boots. **GEN Austin Lloyd Austin III**, Commander, U.S. Central Command, was in attendance and took some time to walk thru the student seating section to meet and shake hands with many of the ROTC students.



Fond Farwell



(from left to right) John Sarao, Dean Robert Sullins, CAPT Kevin Kenney, LTC Alex Espinosa, Col Kevin McElroy

Farewell to **CAPT Kevin Kenney**, Commanding Officer USF Naval ROTC and **Col Kevin McElroy**, Commander Air Force ROTC Detachment 158, as they prepare to leave military service later this summer. Both have made huge impacts on their respective ROTC programs and will be missed greatly here at USF for their dedication to the training of their students, their professionalism and good natured humor. Assuming duties from CAPT Kenney will be CAPT William Ipok II reporting from U.S. Southern Command in Miami, FL and Colonel James Cardoso reporting from U.S. Special Operations Command will be assuming duties from Colonel Kevin McElroy.

Naval Academy Foreign Affairs Conference (NAFAC) 2014

Since 2010, the JMLC sponsors one ROTC student to attend the annual Naval Academy Foreign Affairs Conference (NAFAC) in Annapolis, MD. This year, **Air Force Cadet Amuru Serikyaku** was one of two USF student delegates to represent USF. The JMLC Acting Executive Director, John Sarao, also attended as a Senior Advisor. This year's conference theme was "Human Security in the Information Age". Conference delegates examined the Information Age within the paradigm of human security emphasizing the security of the individual over the traditional construct of national security. Political, criminal, and violent threats made possible by the Information Age not only threaten individual security but also undermine the ability of the state to protect its citizens. Likewise, the Information Age is forcing a reevaluation of the role of the state itself with regards to the exchange of information amongst its people, with non-state actors, and with other states. NAFAC is the premier undergraduate foreign affairs conference in the country. It is a unique opportunity to meet with over 120 students from prestigious universities/colleges from around the country and abroad to discuss various global issues that directly affect U.S. interests and national security. Two of the featured speakers were former **President Bill Clinton** and former NSA and CIA Director, **General Michael Hadyen**. Cadet Serikyaku participated in the Human Trafficking roundtable which explored how the internet is used as a tool to exploit victims of human trafficking by examining case studies, victim testimony, and international research

Air Force Cadet Amuru Serikyaku (left) at the Naval Academy Foreign Affairs Conference, April, 2014.



JMLC Awards 2014 Selfless Service Awards

This year's recipients of the JMLC Selfless Service Award are **Army Cadet Jordan Greene**, **Midshipman Mary Bracalente** and **Air Force Cadet Alexander Zima**. This award recognizes one ROTC student from each service ROTC program for demonstrating outstanding leadership. Each successful recipient has demonstrated a positive attitude towards their respective service ROTC program and The Joint Military Leadership Center and possesses outstanding officer potential by exemplifying self to the highest standards of conduct and the respective service's core values.

ROTC Living Learning Community

LIVE IT⁶
JOINT.
LEARN IT

The ROTC Living Learning Community (LLC) welcomed 29 new residents to the Maple A Residence Hall to kick-off the Fall 2013 Semester. They joined 18 returning residents who were excited to meet them along with **Ariel Santiago** and **Colt Carson**, the ROTC LLC Residence Advisors (RA) of the 1st and 2nd floors respectively. To complement the RAs, a new LLC Mentoring program has been initiated. Some of the returning residents was assigned as Mentors to assist the new residents in their transition to ROTC along with their transition to life on a college campus.

The ROTC LLC is truly “Joint” as is our Armed Forces. Residents are members of all three (Army, Naval and Air Force) ROTC programs. Most students will share a room with a member of their own service ROTC program but they will share the bathroom in their suite with two students from another service ROTC program. We do have a small number of students who have chosen roommates from another service. What better time to learn more about another military service than to live and bond with fellow future commissioned officers and develop friendships that will last a lifetime!

Due to the impact of sequestration, visits to the U.S. Special Operations Command (USSOCOM) headquarters and the U.S. Central Command (USCENTCOM) headquarters were unable to be scheduled this year. However, our highly successful House Calls program continued to make a positive impact on the LLC residents. House Calls typically features an ROTC instructor to talk informally with the LLC residents about their military careers and experiences with an open Q & A session. This year the House Call guests were **LtCol Christopher Walters, USMC**, Executive Officer of the Naval ROTC unit; **Lt Col Alan Blanchard**, Executive Officer of the Air Force ROTC unit; **MSG John Brennan**, Senior Military Instructor, Army ROTC and **SFC Jeff Marchewski**, Army ROTC instructor; and **Major Michelle Moreno**, Air Force ROTC instructor. These instructors represent a wide variety of experiences and service careers to reflect the many opportunities available to our ROTC students regardless of their service affiliation as they become commissioned officers.

During the spring semester, two focus groups were conducted with the intent to receive feedback on the ROTC LLC programming. One group consisted of upperclass LLC residents who have been living in the LLC for more than one year and the second consisted of first time LLC residents. Feedback on the House Calls program was very positive with comments that emphasized its relevance to the students and the opportunity it provided them to have an informal conversation with the ROTC instructors that provided valuable information about life in the military. The focus groups also shed light that the LLC was successfully achieving its learning outcomes. Two of these learning outcomes are for students to value the unique cultures of each military service and provide a network of peer support that encourages excellence while developing friendships and camaraderie among the residents. In response to the question “...have you been able to learn more about the other services?”, one student replied, “Absolutely!”.

The JMLC will continue to partner with USF Housing and Residential Life staff to enhance the ROTC LLC experience with some additional programming events based on feedback from the focus groups. While fewer residents will be re-

turning for the next academic year for various reasons, more emphasis will be placed on assisting first year ROTC students transition to the campus environment and life as an ROTC student.





VALOR MOVEMENT

Midshipman Travis Kujawski, a second year Naval ROTC student, volunteered and stepped up to lead the **Valor Movement** at USF this year. In only its second year as an official USF student organization, the purpose of Valor is to develop op-

portunities for leadership development and promote spiritual discussion among its members. Valor is affiliated with both the Campus and the Military Ministry of Cru (formerly known as Campus Crusade for Christ). Throughout the year, the students met on a weekly basis for a bible study and to discuss various spiritual related topics as they apply to serving in the military. **Midshipman Maria Vera**, freshman, assumed duties as the Treasurer. Both Midshipman Kujawski and Vera will continue in their leadership positions for the 2014-2015 academic year with plans to seek funds from the Center of Student Involvement (CSI) to support socials and other events while expanding membership.



CPT Jason Holbrook Memorial Scholarships

The 2013-2014 Academic Year CPT Jason Holbrook Memorial Leadership Award recipients are **Army Cadets Nicholas Huether** and **John Jaufmann**, **Naval ROTC Midshipmen Wesley Valdyke** and **Jesus Colon-Nazario**, and **Air Force Cadets Mathew Clutts** and **Jesse Erickson**. Mr. John Harper, former Executive Director of the USF Alumni Association and the father-in-law of CPT Jason Holbrook before he was killed in action, presented each of the students \$500 that would cover the expenses for attendance at a national level leadership conference in last November.

Cadets Jaufmann and Midshipman Valdyke attended the U.S. Naval Academy Leadership Conference, January 26-29 in Annapolis, MD. Cadets Nicholas Huether, Mathew Clutts and Erickson Holbrook all attended the U.S. Air Force Academy National Character and Leadership Symposium, February 27 -28 in Colorado Springs, CO. Midshipman Colon-Nazario attended the Notre Dame Naval Leadership Weekend, February 20-23 in South Bend, IN.

Each of the award recipients are selected by their respective ROTC units based on their superior performance as a cadet/midshipman, demonstrated leadership abilities and potential for assuming positions of greater responsibility both in the ROTC program and as a commissioned officer.

To give an example how these conferences have impacted these students, here is a comment from Midshipman Valdyke about his experience at the Naval Academy Leadership Conference, "I believe that this conference was an unbelievable learning experience. The opportunity to visit the Naval Academy, to see the history of the campus, and to hear the amazing advice from so many leaders that will likely be seen in history books in the generations to come was unprecedented. I am sure that I will be returning to the memory of it and my notes from it for as long as I will be leading and following." One of the speakers he was referring to was Gen John Allen, USMC (Ret.) former Commander of ISAF in Afghanistan.

THE SUNCOAST BATTALION IN ACTION

The 2013-2014 academic year was an exceptional experience for the USF Army ROTC program, Suncoast Battalion. The year started with one of the most dynamic senior classes returning from Leadership Development and Assessment Course (LDAC), which was hosted at Fort Lewis-McCord, Washington. The returning Cadets continued a Suncoast tradition of excellence by 8 Cadets earning an overall excellent evaluation and 2 earning a RECONDO badge. Furthermore, the Suncoast Battalion had two Cadets receive the Distinguished Military Graduate Award (DMG), meaning both Cadets ranked in the top 20% of 5,500-plus Cadets.

Upon the senior class receiving their new leadership roles and responsibilities, LTC Alexander Espinosa and MSG (P) John Brennan equipped the Cadet leadership with developmental tools. These tools not only helped construct a strong leadership-oriented culture, but also empowered the Cadet leadership to further improve the program. Vast improvements were made in, but not limited to, the following categories: academic achievement, tactical and physical training, and mentorship.

The spring semester focused more strongly on Platoon Operations, Key Leader Engagements, Advanced Land Navigation, Confidence Courses, and Ranger Challenge. Moreover, the spring semester introduced several annual events: the Ruck-A-Thon, Military Ball, and Staff Ride. The spring semester indubitably proved to be a challenging, yet memorable experience for the Suncoast Battalion.

Throughout the 2013-2014 academic year the Suncoast Battalion thrived in various ways. The Suncoast Battalion conducted 29 leadership laboratories, 4 FTXs, and over 45 community events. In addition, the Suncoast Battalion commissioned 22 Second Lieutenants, and contracted over 30 new Cadets in the AROTC program. The AROTC program continues to excel through the Cadre and Cadet diligence and dedication.

WE CAN, WE WILL
2LT Nicholas Huether



ARMY STRONG



ARMY ROTC



Suncoast Battalion Army ROTC Summer 2013 Training

Article by: CDT S7 – Corbin Colini

The University of South Florida (USF) Army ROTC program sent thirty-three well-prepared Cadets to Fort Lewis, Washington last summer in order to participate in Warrior Forge 2013, also known as Leadership Development and Assessment Course (LDAC). All Army ROTC Cadets in the nation must attend this thirty day training event and most are sent the summer between their junior and senior year.

In order to be successful at LDAC, Cadets are trained to lead their peers in garrison and tactical environments, navigate on land using a compass and protractor, properly fire a M16, complete physically demanding tasks, and lead their peers through demanding tasks. Cadets are trained to be successful in surviving to Fort Lewis, and they are trained to lead Soldiers and the Army. In position they will rely on their ability to work and be evaluated as a leader. Cadets are commissioned as Second Lieutenants upon the effectiveness of each Cadet is counted on the decisions the Cadet should improve. Although the assessment during the summer, include rappelling, survival course, being exposed to CS or "tear" gas, and being exposed to live fire. The USF Suncoast Battalion as a whole did outstanding at LDAC, with many receiving high marks and even graduating Recondo or "with honors." USF continues to produce high quality Cadets and Lieutenants year after year that exceed the standard and live the Army values.



mentally conducted as helped Cadets to learn their abilities in instruction. Leadership complete tasks. Each Cadet is on comments. A Cadet based ship rotation, they discuss abilities the Cadets.

gest focus during activities in obstacle foot tall zip lines past their comfort zone by testing their ability. They are required to receive credit for completing.



Photos: (Upper right) 2LT Amanda Reno earns her commission as a Second Lieutenant following graduation from LDAC. (Middle) CDT Nicholas Huether has a big smile at the LDAC Graduation Ceremony. (Bottom Left) USF Cadets are exposed to CS or "tear" gas while wearing their protective gear.

So I was asked to write a quick ‘See you guys, I’m outta here’ article for the JMLC newsletter, and I immediately wondered what to write about. How can I encapsulate in a few short paragraphs what a great place USF is, how lucky we all have been to be associated with the ROTC programs here, and my hopes for the future of the joint services and future officers we produce here?

Well there’s nothing for it but to start writing... As mentioned above, USF is a great place to be. If you have been paying attention, it has surely become obvious that many Universities are becoming over-priced and are no longer good values relative to what it costs to attend. USF is that rare school that seems to be bucking the trend. Don’t get me wrong—the parking fees are crazy and clearly classes and books aren’t getting any cheaper. Still, when you look at USF relative to other Universities either here in Florida or nationwide, it’s easy to see that the undergraduate students here are getting a tremendous amount of education and life experience for the money. USF is a school on the move, and I believe it is moving in the right direction. I am happy and proud to have been a small part of making USF a better place.

One of the reasons I think USF is awesome is because it is so Military and Veteran friendly. USF’s Office of Veterans Services (www.usf.edu/student-affairs/veterans), led by Dr. Larry Braue and his staff are absolutely some of the best and most dedicated folks I know, and their whole reason for being is to help student Veterans succeed here at USF. They are spectacularly successful at this task. All of the ROTC programs have some students that are former or currently serving enlisted members. If you or they aren’t familiar with the Veterans Services folks, please point them in that direction ASAP. I am familiar with other Universities around the country, and none are more military friendly or more dedicated to serving our Vets and service members than USF is. From Dr. Genshaft down through Dean Sullins and everywhere else, USF is proactively committed to helping our military folks, and it shows. I count my blessings to have been able to work on such a pro-military campus.

We here at USF are one of just a handful of Universities where all of the services are represented through the ROTC programs. Here in the Congressman Bill Young building we are lucky enough to have the Army, Marines and Navy, and the Air Force all next to each other and able to work together. The JMLC itself is a testament to the goodness of joint training, and with their help we have great stuff like the joint military LLC (living learning center) dorm areas, the joint Captain’s Cup competition, the EST 2000 small arms and weapons simulator, and other inter-service training opportunities. I have made it a



goal of mine to ensure that the Navy/Marine Team gets along well and integrates in, wherever possible, with our brothers and sisters in the Army and Air Force. Working with Col McElroy, LtCol Espinosa, Mr. John Sarao (CDR, USN Ret) and of course MS. Lori Matthews (the brains behind the outfit) has been easy, and I will miss them. We are more than just professional peers, we are friends.

Lastly, I have been blessed to be able to teach, mentor and eventually commission three classes worth of Midshipmen, Sailors and Marines. Watching the students begin as freshmen is great. They start out, often timid, usually somewhat clueless, and always full of enthusiasm and dreams. They end up as seniors. By then they are humble (hopefully!), well trained, confident, and ready to serve and lead Marines and Sailors in the Fleet and the real world. It is an amazing and inspiring transition to watch. The NROTC unit would not have been successful without the amazing efforts of the NROTC staff, including LtCol Walters, CDR Harvey, LT’s Hayes, Durst, Diehl, Peters, Capt Simpson and Capt Hawkins, MSgt Maynor and GySgt Wilson, Mr. Palmer, Mr. McIver and of course Ms. Christine Borgia (the heart of the operation). I surely hope all of them know how much I value them and how much I will miss them after I leave. After 29 ½ years it is time to go. I can move on happily and be able to sleep soundly at night, knowing that our nation’s defense is in good hands. Please accept my gratitude for making my last tour in the Navy also one of the most fulfilling. God bless you, and God bless America.



Go Bulls!
Kevin Kenney, CAPT USN (ret)



In May of 2014, the University of South Florida's Naval ROTC commissioned 12 graduates into the United States Navy and United States Marine Corps. Nine of these newly commissioned Officers graduated from the University of South Florida, two graduated from the University of Tampa, and one graduated from Clearwater Christian College. Including this years commissioned Officers, the USF Naval ROTC has commissioned a total of 185 Officers into the Navy and Marine Corps since its inception in May of 2002. The new Officers will be reporting to various duty stations around the world including Virginia Beach Virginia, Rota Spain, Pensacola Florida, Pearl Harbor Hawaii, and Quantico Virginia.



NAVAL ROTC

BATTLE of the BULLS 2014

In keeping with tradition, USF Buccaneer Battalion again hosted their reputable drill competition known as Battle of the Bulls. At 0800 on March 1st at the Florida College Academy, the JNROTC units from ten high schools met to compete in the areas of drill, uniform inspection, and physical fitness. This event helps the JNROTC units fulfill their training requirements and lets them gauge their aptitudes against similar units, as well as affording the Buccaneer Battalion the chance to practice organizing a large-scale event. From cooking and janitorial duties to coordinating with the schools and risk-management, the USF NROTC members ran the show, arriving before sunrise that morning and lingering until long after the event concluded to ensure smooth operation and



NAVAL ROTC





Detachment 158 Update **AIR FORCE ROTC**

During the 2013-2014 academic year, the Detachment 158 Air Force ROTC program was marked by an array of exceptional developmental opportunities for our cadets culminating with the commissioning of 16 new active duty Air Force officers. In addition to their rigorous academic and physical training, our cadets found time to participate in two conventions to better understand the strategic application of airpower. First, they attended the 2013 Airlift/Tanker Association Convention where they heard from General Silva on the latest challenges facing the USAF in supporting our nation's continuing combat as well as humanitarian aid operations. *(right is a picture of General Silva with AFROTC Detachment personnel on the left and our AFROTC Detachment 158 personnel on the right)*



Second, our cadets attended the 2013 Air Force Association convention to hear the most senior leaders from across the U.S. and coalition militaries discuss approaches to more effectively and efficiently employ our military forces to achieve common goals. We were able to hear the Secretary of the Air Force, Deborah James, present one of her first presentations just after her appointment. Our cadets were also impressed by the number and extent of airpower technologies displayed in the exhibit hall. One unexpected highlight was our cadets personally meeting the Chief of Staff of the USAF, General Welsh *(see image left)*.

To gain a greater appreciation of the USAF from a tactical perspective, our cadets visited MacDill AFB and took an orientation flight aboard an air-to-air refueling tanker with Det 158 alumni, Capt Haynes, at the controls!



During this flight, they were able to witness the refueling of the incredible F-22 fighter. Left is a picture of an F-22 that one of our AFROTC cadets took during the flight.

Our cadets also made time for other types of fun. We spent one morning enjoying the challenge of the USF Ropes course. We safely completed the course and especially enjoyed the zip line at the end.



We also got together with other AFROTC detachments from across Florida to compete in a day-long athletic competition known as the "Lime Cup." We started the day with track events, then proceeded to other competitions such as football, swimming, basketball, and even a little dodge ball to make it interesting. Although we won last year, we came in second this year. Next year we expect to take back the trophy as we'll have home-field advantage! *(Left is a picture of our Lime Cup team)*

As the year came to an end, our cadets organized and executed an exceptional Military Ball at the USF Marshall Center filled with camaraderie, fine dining, and impressive guests and speakers. A great time was had by all.



Finally, as the year concluded we commissioned 16 new Air Force officers and are eager to see them begin active duty in their awesome new careers. Below is a picture of our senior class while at the USF Ropes Course wearing facial hair for the levity that is “Mustache March.”



It is with heavy hearts that we say goodbye to our retiring cadre: Col Kevin McElroy, our detachment commander for the past two years, and Maj Michelle Moreno, an AFROTC instructor extraordinaire who has been with us for four years. They have imparted their unparalleled and varied military experiences to our cadets and have had solid, positive impacts in molding the future leaders in our Air Force. They will be very much missed.



By the same token, we look forward to a new academic year filled with more challenges and interesting experiences as we welcome our incoming commander, Col Jim Cardoso.

About Us

The Joint Military Leadership Center (JMLC) is charged to provide the student cadets/ midshipmen and officer candidates with unique (Joint Interagency, Multinational and Multi-component) core competencies and skills in leadership development, global understanding, and security/military/defense strategies. The “end state” will be an academically-structured, research based, and values-driven program that educates, trains and prepares military Officers and Service Leaders for their leadership roles in the continuing transformation of our Armed Forces and in a dynamic and challenging global environment.

Our vision is the establishment of a premier “state of the art” Learning Center and Program that educates, trains, and prepares future Armed Forces Officers to value, operate and conduct successful operations in a joint, multinational, interagency and multi-component, and non-governmental organizations (NGO’s) environment & an Academic Center of Excellence for national and military defense strategies, leadership development, and global understanding and education.

Our Focus

Cultural Awareness and Global Sensitivities

- * To facilitate and encourage ROTC students to study foreign languages and culture with emphasis on the Department of Defense’s Critical Languages as part of their academic curriculum including study abroad.
- * To provide programs and opportunities for ROTC students to learn and have greater awareness about issues of global concern and improve their overall global literacy in a wide variety of topics.
- * To implement programs that will develop a proficiency in the Cross- Cultural Competence of our ROTC students so that they are better prepared to effectively communicate with people of different languages and cultures.
- * To develop partnerships that will enhance greater cultural awareness and global sensitivities of ROTC students both within the university and external.

Program Development & Curriculum Design

- * To provide a robust and relevant speaker and seminar program in leadership development, global understanding, and National Security/military/defense strategies.
- * To develop innovative programs for ROTC students to interact with each other, representatives of each military service, Major Combatant Commands, the Department of Defense, the Interagency as well as other students and professionals from diverse cultural backgrounds.
- * To support and encourage ROTC student participation in various Leadership and National Security related conferences at the service academies and other colleges/universities nationwide.
- * To communicate with the three ROTC Cadet Commands, in order to determine the feasibility of systematically enhancing the current pre-commissioning curriculum requirements.

Organizational Development and Oversight

- * To encourage and provide opportunities for ROTC students to interact and promote esprit de corps amongst the three service ROTC programs at USF so that they are able to gain a basic understanding and appreciation of their sister services’ capabilities, limitations, and cultures
- * To continually assess and develop the organizational structures that would best serve our constituents: the cadets, officer candidates, and midshipmen.