

# THE JOINT MILITARY LEADERSHIP CENTER



# NEWSLETTER

Spring 2007

## BG Luis R. Visot, Executive Director of the Joint Military Leadership Center is Deployed

Luis Visot, Executive Director of the JMLC, is on active duty and has recently deployed for one year to the Middle East. He will be serving as the Deputy Commander of the 1<sup>st</sup> Sustainment Command (Theater) at Camp Arifjan, Kuwait. His command will be responsible for all logistics in the entire USCENTCOM theater of operations to include Iraq and Afghanistan. This will be BG Visot's second deployment during Operation Iraqi Freedom. Our thoughts and prayers go out to him and his soldiers while they are forward deployed.



## New Acting Executive Director Appointed

Welcome aboard to CDR John F. Sarao, USN (Ret.), who has returned to USF as the new Associate Director of the JMLC and will serve as the Acting Director while BG Visot is deployed. John retired from the Navy in July 2006 and prior to his retirement served as the Executive Officer of the USF NROTC from its commissioning in 2002. He comes to us from work as a contractor with Camber Corp. at the U.S. Central Command Plans, Policy, and Strategy Directorate (J-5) in the Combating Weapons of Mass Destruction Division. He is excited about being here with the JMLC and to take up the reins for BG Visot during his absence.



## JMLC Makes plans for New Building to Be Dedicated November 2, 2007



Construction on our new building is well underway and will be completed during the Fall 2007 semester. We are planning for a Building Dedication/Ribbon Cutting Ceremony on Friday, November 2, 2007 which coincides with Homecoming Weekend. Tours of the new "state of the art" facility will be provided after the ceremony for all invited guests. Our new building is located on Maple Avenue just north of the Recreation Center next to the tennis courts.

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## FLEET TRAINEES VISIT USF NROTC

By Midn 1/C Helterbran

On Nov 2, 2006 three pilots in training from HELATRON Eighteen, HT 18, flew into an excited audience. As to rekindle his prior days of flight, USF NROTC staff member, LT Kehoe, signaled the helicopters' landing and take off with great ease. This visit enabled battalion members the opportunity to speak to real pilots that are in training. A question and answer period provided necessary insight on what to look for and what to expect as young aspiring pilots.



LTJG Joe Hyde spoke of their training on various aircraft from helicopters to fixed wing. Upon arrival at the flight training squadron, NAS Pensacola, pilots are not guaranteed a specific fleet aircraft. Aircraft designation is based on extensive testing, flight qualifications, and the needs of the Marine Cops and the Navy. One may aspire to be an F-14 pilot, and become a C-130 pilot. Flying is an “exhilarating” experience that future pilot MIDN 1/C Joey Zerra can't wait to encounter. Students were also able to get up close

and personal to the interior and view the flight control system within the cockpit. This hands on environment was a tangible means of getting a “feel” for the throttle and what it would feel like to propel high into the skies. Students will have an additional opportunity to meet an F/A-18 pilot scheduled to land at the Tampa International Airport in the upcoming future.



NAVAL ROTC

## HEART WALK

By MIDN 4/C Huff

On the 4<sup>th</sup> of November 2006, the USF Naval ROTC Buccaneer Battalion took part in the American Heart Association's Heart Walk located in downtown Tampa. The goal of the Heart Walk is to raise money and awareness for the number one and three killers in the United States, heart disease and stroke.

The four mile run in downtown Tampa was the culmination of a month's worth of fundraising within the battalion and showed the generous spirit that is USF NROTC. In total, \$1,750 was raised and donated to the American Heart Association to combat cardiovascular diseases.

The event also offered a unique opportunity to interact with and be involved in the community. Many Tampa Bay residents took notice of the Buccaneer Battalion, offering encouragement and applause as the Battalion lead from the front and chanted cadence on their way to the finish line. It was truly inspiring to be surrounded and joined by those who are living with the effects of heart disease and stroke, as their presence alone was motivating. The Buccaneer Battalion as a whole benefited from attending the event as did hopefully the victims of car-



## WARFARE AND JOINTNESS IN THE MODERN DAY MILITARY

By Cadet Bourassa

In today's war on terrorism, our military branches need to be able to work not only with each other, but also to utilize the civilian expertise that is out there. The civilians in this country have the capacity to provide a great amount of assistance to our nation's armed forces whether it is with security and intelligence, languages, or understanding of different cultures.

On the twenty-third of March, USF's ROTC programs had the opportunity to attend one of many JMLC events that occur throughout the year. Like all other JMLC events, speakers are brought in to help the cadets' understanding of inter-branch cooperation. The first speaker was Mr. Juan Rivera Vietnam Veteran with two purple hearts who is retired after working with the Central Intelligence Agency. His knowledge and experience in his field was impressive. His job was to work as the Liaison Officer for the CIA and the Special Operations Command or SOCOM. One aspect that he stressed more than anything else was that America needs intelligence by actually sending people into the field. The fact that America is so advanced in technology sometimes leads people in charge to believe that these machines can do the work for us. However nothing is more reliable than human intelligence (HUMINT).

## ARMY ROTC





To send Americans into this particular field, they need to be culturally adept as well as fluent in the language of that native country. The next speaker was Dr. Alexander Levine who is an Associate Professor of philosophy at USF and fluent in six different languages. He spoke to the audience about being able to understand the cultural norms in a specific country. What is perceived as evil in this country may not be evil in another country. As the leader of the free world, our military needs to be a beacon of truth and honor. He stressed that this was important in the fight against terrorism. Our soldiers, marines, sailors, and airmen must understand that loyalty, honor, respect, selfless service and other noble attributes such as these do not begin and end with their military careers. The more they apply these in their everyday life, the better off they will be.

The third speaker was John Ramil, President and CEO of TECO Energy. Mr. Ramil is also a member of the Board of Trustees at USF. He spoke about the importance of leadership in setting the ethical climate within an organization and about the critical role that junior leaders have in taking the intent of a senior leader and turning it into action at ground level. Using various leadership theories as his base, Mr. Ramil was able to show how the leadership and management skills taught and lived by the military are applicable to the corporate world. Mr. Ramil finished his presentation with an engaging conversation with audience members about the importance of energy resources to the future health of the U.S. economy.



John Ramil, CEO TECO and Luis R. Visot, Executive Director, JMLC.

## FLORIDA AIR FORCE ROTC DET 158

We finished the Spring 2007 semester with 115 cadets enrolled in the program.

The Commissioning class of 2007 of (including Dec 2006 and Summer 2007) posted impressive performance statistics, with an average grade point average of 3.34, an average physical fitness score of 95.2 (on a scale of 100), and nothing less than superstar performance while at Field Training in the summer of 2005. The 19 new lieutenants will serve in the following career fields: 4 space and missile officers, 3 pilots, 2 developmental engineers, 2 intelligence officers, 2 communications offices, 1 air battle manager, 1 combat systems operator (navigator), 1 nurse, 1 finance officer, 1 engineer, 1 logistics readiness officer. Among the Airmen in the 2007 commissioning class is the State of Florida Air Force Association Cadet of the Year, Cadet Angela Perez-Castle. Cadet Perez was the cadet wing commander last fall, and served this Spring as the cadet wing representative for USF's Joint Military Leadership Center liaison. This new lieutenant reported for her first duty station at Wright-Patterson Air Force Base, Ohio in mid-May.

AFROTC Detachment 158 was also instrumental in reviving the Florida Lime Cup games, a series of sporting events for AFROTC programs in Florida and Georgia designed to increase communication and crosstalk between the different schools. This year Detachment 158 cadets took 1<sup>st</sup> place in the ultimate football competition.

The cadets at AFROTC Detachment 158 are very impressive; however, it takes a truly professional team of cadre to help the cadets recognize their potential as future officers. One such example is Capt Chris Carmichael, who was recently awarded the National Defense Industrial Association's 2006 Colonel Leo Codd Award, as the number one Air Force ROTC Instructor in the nation!

This summer will see a large change over in the detachment cadre. We are saying goodbye to Maj Susan Welch, Capt Chris Carmichael, along with SSgt Beatriz Shadwell. Maj Welch is retiring after 20 years of dedicated and outstanding service to our country. Capt Carmichael and SSgt Shadwell are moving to new assignments in the Air Force, his in Spain, hers in Hawaii. We wish them all well.

Arriving to the staff will be SSgt Jonel Garcia, Capt Christina Newsome and Maj Bruce Fike. All three are familiar with the Tampa area, coming to us from positions at MacDill Air Force Base. Of course the glue that holds the detachment together is our Senior Staff Assistant, Mrs. Brenda Faulk, who this year completes her 25<sup>th</sup> year of service at the detachment.

Speaking of 25<sup>th</sup> Anniversaries, this fall the detachment will celebrate its 25<sup>th</sup> Anniversary here at the University of South Florida. Look for more information about the celebration, currently planned for homecoming weekend.



AIR FORCE ROTC





# Construction Update

Construction of the new four story Joint Military Leadership Center began in July 2006. Located between the Physical Education Building (PED) and Maple Drive (Section F3 of the USF-Tampa map at: [http://usfweb2.usf.edu/campus\\_map/](http://usfweb2.usf.edu/campus_map/)), the facility will house the JMLC, three lecture halls, five classrooms, a weapons training simulator, ROTC office and storage areas, a Cadet/Midshipmen lounge, a computer lab and library, support facilities and public meeting spaces. The construction is proceeding on schedule. The exterior stucco is nearing completion and windows are being installed. Interior framing, drywalls, electrical conduit, A/V conduit and insulation have begun. The elevator installation has begun and all air handlers have been placed in the building. The Design-Build team of Baker-Barrios Architects and J. Kokolakis Contracting anticipates that the building exterior will be closed and the air conditioning units activated within 6 weeks (see accompanying pictures). To view the construction site on-line <http://131.247.27.250/english/index.htm> and input username:Root and password: W2000.



View of the back entrance ( stairwell) of the building from the northeast corner, near the tennis courts.



View of the west side of the building (above). The first and second floor windows will highlight public spaces outside of auditoriums. Third and fourth floor windows will look out from offices, meeting rooms and shared ROTC student spaces.



View of the front entrance (above) to the building on Maple Drive. Leading to this entrance will be our bricked walk " The Path of Selfless Service". Bricks may be personalized and purchased through the Joint Military Leadership Center to benefit a scholarship program for ROTC students. For information call (813) 974-2025.

## USF Naval ROTC Buccaneer Battallion

The end of an Academic School year is also a time for doing a bit of self-evaluation and lessons learned. When you read this note, take 20 minutes and write down what you did well and where you could do better as a student. As a MIDN, MECEP, or OC in the Battalion, review where you lead well and where you could improve. As an individual take a hard look at yourself and ask, "Did I embody the Navy and Marine Corps Core Values in every action taken and decision I made?" Do this not just for our internal Battalion and academic functions but for yourself in and out of the classroom.



You are the "cream of the nations' young treasure". Know it or not, someone is always watching. Your command leadership, peers, university professors, leadership, and fellow students at USF all notice you. Once you've developed your personal report card, put a plan of action in place that identifies specific goals for next year to improve yourself. From the PRT, academics, and battalion activities to community engagement, you should identify precisely the actions you will take to become a more model example. It's work, but the development of the cadre and unit will bring you immense satisfaction and pride and it will actually be fun. Be a leader from the front!

The next year will bring visible and tremendous change into the NROTC Program. The long anticipated JMLC building began as a hole in the ground 21 June 2006, and by this fall it will be nearly ready for final



acceptance and utilization. Along with this significant physical change, the NROTC Program begins to operate at steady state. We can no longer refer to ourselves as a new unit, but we will refer to ourselves as the "best" unit in the State of Florida and

strive to establish and maintain that reputation.

With the continual development of the JMLC and move towards joint fleet deployments among the different services, we must become more "Joint" in our thinking and interactions with our fellow ROTC Units. From JMLC Labs, field events, tailgate parties to war gaming, this is the future. Our first responsibility will always be and remains to develop Naval and Marine Corp Officers.

However, we have the unique opportunity and obligation to additionally expose you to and prepare you for the Joint Coalition Warfare and operational employment you will experience when you reach the Fleet. If you don't believe me, read the professional literature around the Battalion spaces. Naval Officers and sailors, USAF Officers and personnel are now operating boots on the ground with PRT Teams and Security Teams in Iraq and Afghanistan. The War on Terrorism has reshaped the requirements for all services to function on and below the sea, in the air, and on land. The green and brown arena is no longer the sanctum of the U.S. Army and United States Marine Corps. You will operate with our sister services as one team. So it will be, "One Team, One Fight".

You have all performed at an exceptional level. We have built a name and solid reputation in The University, the state and the community. Our goal is simple, to extend that nationally and internationally. Sounds lofty, doesn't it? It isn't! That is the legacy we want the program to obtain. Prepare yourself now to walk that path. It's said, "there are no points for second place and there is no substitute for victory". The "Great Santini" said to his son, "Win or don't come home". Let's make that legacy start here and now. Don't accept less than being the best. Put your personal excellence plan together and move into the future and the "new battle space". Congratulations on an outstanding semester. It has been the "ride of a lifetime" for me watching, leading, working and being with you. Don't worry about me, I'm not going anywhere! Hooyah! Let's go make the future!

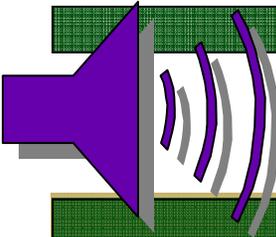
Captain M.P. Smith, Commanding Officer USF Naval ROTC.



## USF AROTC "Suncoast" Battalion

The 2006-2007 school year has been an exciting time for the Suncoast Battalion. Not only did we commission twenty-seven quality 2<sup>nd</sup> Lieutenants, the U.S. Army also celebrated it's 30<sup>th</sup> Anniversary of teaching Cadets at the University of South Florida. The Suncoast Battalion lineage began in July 1975 with the approval of a cross-town enrollment agreement between the University of South Florida (USF) and the senior ROTC program at the University of Tampa (UT). On July 1, 1976, the U.S. Army Training and Doctrine Command (TRADOC) established the Tampa Area Instructor Group (TAIG). This consortium of Cadre taught Cadets at UT, USF Tampa, USF St. Petersburg (USF SP), Hillsborough Community College, Florida Southern College, Southeastern College, Polk Community College, St. Petersburg College. On November 7, 1979 by authority of General Order #2, a Senior ROTC "Bulls" Battalion was established on the USF Tampa campus. The "Bulls" Battalion grew and eventually became the "Suncoast Battalion" with the addition of cross-enrollment agreements between USF, Clearwater Christian College, Eckerd College, Hillsborough Community College, Saint Leo University, Saint Petersburg College and South University. In March 2007 the U.S. Army Cadet Command (USACC) established USF as one of two "Super Host" Senior ROTC programs within the state of Florida. This doubled the size of the Cadre authorizations, tripled the Scholarship allocations, which in turn will double the size of the Cadet population. In April 2007 the Academic Programs Committee of the College of Arts and Sciences at USF St. Petersburg unanimously approved ROTC classes to be offered and taught on its campus beginning in Fall 2007.

Currently, the Suncoast Battalion continues to place in the top 10% of the 278 Senior Army ROTC programs in the nation. Our motto "We Can, We Will," is a testament to the dedication, professionalism and esprit de corps of both the Cadre and Cadets. We vow never to tarnish the sacred trust our nation places upon us as we train to lead the most precious resource our country has to offer; "Soldiers!" LTC James B. Botters, Commanding Officer USF Army ROTC.



# ROTC - RECON

The JMLC would like this newsletter to serve as a vehicle for ROTC students and Alumni to reconnect with each other and a place to keep friends posted about careers, family, deployments, promotions, etc. We will post the names of graduating commissioned officers each spring and fall. Your part will be to use this space to let old friends know where your life has taken you. We are in the process of contacting Alumni of the USF ROTC programs dating back to each of their inceptions and will print updates according to the responses we get. Graduating students as well as alumni who wish to update their contact information, career status or family information are encouraged to send information to matthews@jmslc.usf.edu.

## NAVAL ROTC Commissioning Ceremony

May 7, USF, Traditions Hall

### U.S. NAVY

**Ensign Johnathan Bosch – Pensacola, Florida for Naval flight training**  
**Ensign Mark Gutierrez – San Diego, CA for Demolition/SEAL School**  
**Ensign Daniel Simonds – Pensacola, Florida for Naval flight training**  
**Ensign Joseph Zerra – Pensacola, Florida for Naval flight training**  
**Ensign Andrew Smith – Pear Harbor, Hawaii on board the USS CHUNG-HOON DDG-93**  
**Ensign Clayton Martin – Pensacola, Florida for Naval flight training**

### U.S. MARINE CORPS

**2<sup>nd</sup> LT Adam Fuzi – Quantico, VA for The Basic School**  
**2<sup>nd</sup> LT Jens Salzgeber – Quantico, VA for The Basic School**

## ARMY ROTC Commissioning Ceremony

May 5, 2007 - USF, Business Admin Rm. 1100

**Rebecca Alexander**  
Army Reserves - Military Intelligence

**James Guglielmi**  
Active Duty – Armor

**Norian Medina**  
\*Distinguished Military Graduate  
Active Duty – Chemical Corps

**Niki Strickland**  
Active Duty - Adjutant General  
Corps

**Kelley Bourassa**  
Active Duty – Engineer

**Thomas Guglielmi**  
Active Duty – Field Artillery

**William Mergl**  
\*Distinguished Military Graduate  
Active Duty – Infantry

**Ryan Sweeney**  
Active Duty – Armor

**David Butler**  
Active Duty – Aviation

**Terrill Hines**  
Active Duty – Quartermaster

**Russell Osterfeld**  
Active Duty – Adjutant General  
Corps

**Donald Vance**  
Active Duty – Field Artillery

**Michael Feldman**  
Active Duty – Military Intelligence

**Kalman Lonai**  
Active Duty  
Air Defense Artillery

**Louis Scaglione**  
Active Duty - Infantry

**Benjamin Wendland**  
\*Distinguished Military Graduate  
Active Duty - Infantry

**John Floyd**  
\*Distinguished Military Graduate  
Active Duty – Engineer

## AIR FORCE ROTC Commissioning Ceremony

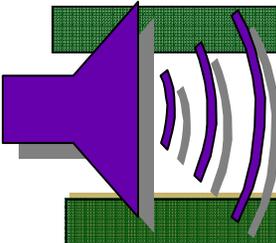
May 4, 2007- First Baptist Church, Tampa, FL

**Allison Stegall**  
**AFSC:** Nursing  
**Base:** Lackland AFB, TX

**Michael Rojko**  
**AFSC:** Finance Officer  
**Base:** Eielson AFB, AK

**Adam Verdon**  
**AFSC:** Acquisitions Analysis Scientist  
**Base:** Edwards AFB, CA

**Josiah Smith**  
**AFSC:** Pilot  
**Base:** Columbus AFB, MS



# ROTC - RECON

The following are updates we received from USF ROTC Alumni. If you have any update information about where you are now and what you're doing, (in or out of the military) please forward it to [matthews@jmslc.usf.edu](mailto:matthews@jmslc.usf.edu). If you have email information for a classmate from USF, please forward this newsletter.

### **Major Jared D. Hill, USA**

Class of 1994, USF AROTC

Currently I am a company commander in the Special Operations Task Force - 31 assigned to southern Afghanistan.

### **Major Marc Wheeler, USA**

Class of 1993, USF AROTC

and a recent graduate of the National Defense University's Joint Professional Military Education Phase II course at Norfolk. I am a Quartermaster officer, branch-detailed from Armor. I've served in the 24th ID(M) - tank PL; 3rd ID(M) - Co XO; Multi-National Force and Observers (Siani) - Bn S4; 2/160 Special Operations Aviation Regiment (SOAR) - Bn S4, Co CDR; 3/160 (SOAR) - AsstS3, Bn S4, Bn XO; and am currently assigned to CENTCOM CCJ2 as the Logistics Branch Chief. I've served in combat tours in both Afghanistan and Iraq as a Company Commander, Bn S4, and Bn S3.

### **Major (Lt Col select) Jason Kiefert, USAF**

Class of 1991, USF AFROTC

Currently assigned to the 89<sup>th</sup> Airlift Wing at Andrews AFB MD as a C-20/C-37 pilot and Chief of Training

### **Gail (Gottlieb) Kiefert**

Class of 1992, USF AFROTC

Separated from the AF in 1998, currently a stay-at-home mom  
Two children, Sydney, age 8, and Coby, almost 7 (19 Jan)

### **Major Brett Williamson, USAF**

Class of 1991, USF AFROTC

Currently deployed to Camp Eggers in Kabul, Afghanistan

### **Jeffrey A. Piipponen**

Class of 1989, USF AFROTC

Honorably Discharged at the rank of Captain

2002 – Present: Broker – Owner, ERA Faust Realty Group—General Real Estate Sales, Naples, Florida

### **Colonel Neal Petree, USA (Ret)**

Class of 1977, USF AROTC

I was commissioned in the Field Artillery Branch with Airborne School en-route to my first assignment as a member of the 25<sup>th</sup> Infantry Division. Following 3 years in Hawaii I was selected for flight training at Ft Rucker Alabama. Graduated a year later with an AH-1 transition under my belt and headed off to the 101<sup>st</sup> Airborne Air Assault. Life in the 101<sup>st</sup> and the 229<sup>th</sup> Attack Helicopter Battalion was as good as it gets. A number of assignments, one war (DS\DS), and numerous schools later I was in Korea to Command the 2-52<sup>nd</sup> Aviation Battalion. The 2-52nds Heavy Lift CH-47's had a "large" mission in the ROK; life in the "Land of the Morning Calm" was never dull. After a "great" tour in command of the "Nightmare" Battalion I headed off to the War College at the National Defense University in Washington DC. After another great year of school the Army sent me to their staff in the Pentagon and followed that with a tour at Ft McPherson to be the FORSCOM Aviation Officer. Many TDYs and ARMS inspections later and it was back to Command; this time the 1<sup>st</sup> Aviation Brigade at Ft Rucker Alabama. A fantastic two years of training the Army's best and brightest in some of the most complex aircraft in the world. The next move was to CENTCOM at MacDill AFB. There the task was to oversee the J5 Plans and Policy Directorate as the Deputy Assistant Director; DAD for short. Two years at CENTCOM put the "time in service" clock at 28 years for this Colonel and led me to the hardest decision I ever made and that was to finally retire and give the reins over to the up and coming superstars to finish the job. My bride, Coleen, and I retired and bought a house in Valrico to try to relax and finally enjoy life a bit more than was possible in our first life. I landed on my feet with a defense contractor, Camber Corporation, out of Huntsville Alabama. Camber does defense consulting work at MacDill AFB for both CENTCOM and SOCOM.....same work, just no uniform. The military is a great life... it is far more than a career...it is closer to a calling.....But it's a hard life.....It is also very tough to leave.

## 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 military/national 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 training, and global understanding and education.**

**A high quality leadership curriculum (program of instruction) and its associated faculty can provide the foundation for a quality multi-service and multi-national strategic military leadership education at USF. Future potential programs include, a Leadership Lecture Series, a Leadership Scholar-In-Residence Program, Internship programs, students and scholars exchange program, and the development of a Value-Added Program of Instruction (POI) in consultation with Cadet Commands, the National Defense University (NDU), and the USF Faculty.**

## Our Objectives

### **Public Relations and Marketing**

- \* To visit the local, state, and national community (military, civic, social) to reach out, tell them about the JMLC, network, and develop partnerships.
- \* To identify potential human resources to serve as coaches, teachers, and mentors for the cadets, officer candidates, and midshipmen.

### **Program Development & Curriculum Design**

- \* To fully implement the various program requirements in order to establish relevance with the academic and military community.
- \* To communicate with the three ROTC Cadet Commands, in order to determine the feasibility of enhancing the current pre-commissioning curriculum requirements.
- \* To encourage the development of “an international/global leadership studies” degree program.

### **Construction Oversight**

- \* To provide oversight with the University’s Facilities Planning and Construction Department during the various phases of design and construction.

### **Organizational Development and Oversight**

- \* To assess and develop the organizational structures that would best serve our constituents: the cadets, officer candidates, and midshipmen.

### **Resource Acquisitions and Management**

- \* To seek and secure the resources (fiscal, human, facilities, tools, information, knowledge, and environmental) required to set-up, operate, manage, sustain, and grow the Center and program.

This newsletter will be distributed via U.S. mail and email once each Fall, Spring and Summer semester. If you have any questions about the content of this newsletter or the Joint Military Leadership Center or if you know of someone who would like to receive this newsletter via email, please contact Lori Matthews at [matthews@JMSLC.usf.edu](mailto:matthews@JMSLC.usf.edu) or call 813-974-2025.

The University of South Florida acknowledges The Joint Military Leadership Center and Programs are sponsored by the United States Department of Defense, and that the content of this program does not necessarily reflect the position or policy of the United States Government, nor an endorsement by the United States Government.