

# OTHER SERVICES AND PROGRAMS

## BOOKSTORE

Web Site: <http://www.stanfordbookstore.com>

Organized in 1897, Stanford Bookstore, (650) 329-1217, located at 519 Lasuen Mall, provides a diverse selection of books, course materials, and supplies to the students, faculty, staff, and community in and surrounding Stanford. The bookstore carries over 130,000 titles, including a wide selection of books written by Stanford authors, making it one of the largest bookstores in the nation. The bookstore also carries a complete selection of Stanford logo apparel, gifts and souvenirs, periodicals, and a café that provides an enhanced shopping experience. The Computer Store, in the main branch, sells academically priced computer hardware and software. Other services include shipping of purchases, gift cards, book buyback, fax service, postage stamp sales, an ATM, and Enterprise Rent-A-Car hotline. There are five branches in addition to the Stanford Bookstore that also serve the community: the Stanford Professional Bookstore Palo Alto, (650) 614-0280, which carries medical and technical books, supplies, stationery, medical instruments, bestsellers, computers, gifts, and clothing; the Track House Sports Shop, (650) 327-8870, at the corner of Campus Drive and Galvez Street, is the headquarters for Stanford Athletic Gear; Tresidder Express convenience store in Tresidder Union; the Stanford Shop, (650) 614-0295, at the Stanford Shopping Center, provides Stanford apparel; and the Bookshop, (650) 725-2775, at the Cantor Center for the Arts, carries books on the arts, fine gifts, apparel, and jewelry.

## STANFORD CONFERENCE SERVICES

Phone: (650) 723-3126

Email: [conferenceinquiries@stanford.edu](mailto:conferenceinquiries@stanford.edu)

Web Site: <http://conference.stanford.edu>

A conference is defined as any student or adult group that convenes for part of a day (including a luncheon), overnight, or for several days, outside the regular or summer academic sessions for registered students. Policies concerning conferences are the responsibility of the offices of the President and the Provost.

To make arrangements for holding a new summer conference during the mid-June through Labor Day time frame, contact Stanford Conference Services by phone or email as listed above. For conferences occurring immediately after Labor Day through early June, contact non-academic facilities scheduling in the Office of the University Registrar, (650) 723-6755 or [reg-events@stanford.edu](mailto:reg-events@stanford.edu), or contact Stanford Events, (650) 723-2551 or [stanfordevents@stanford.edu](mailto:stanfordevents@stanford.edu).

Sponsorship by a Stanford department head is required for first time conferences hosted by University departments or by conferences hosted by external organizations interested in meeting at Stanford. Conferences initiated by University departments or external organizations must demonstrate consistency with the University's academic mission. For summer conferences, the sponsoring department submits its proposal to the Director of Stanford Conference Services for review in terms of available facilities and for the approval of the President's Office. At least half of the participants in any summer conference at Stanford hosted by an external organization must be housed in Stanford's campus residences and

participate in daily meal plans provided by Stanford Dining. On-campus residential housing and dining services are normally available from the Sunday following Commencement through Labor Day.

Stanford Conference Services provides meeting planning and conference registration services for University departments on a year-round basis.

Summer conference groups should contact Stanford Conference Services concerning arrangements for tables, chairs, audiovisual aids, signage, and other equipment. During the academic year, housing arrangements for University-sponsored visitors can be made through the Stanford Guest House, (650) 926-2800, or at <http://guesthouse.stanford.edu>.

## OMBUDS

Stanford University Ombuds: David Rasch

Ombuds Office: Mariposa House, 585 Capistrano Way, Room 210

Phone: (650) 723-3682

Mail Code: 94305-8200

Email: [rasch@stanford.edu](mailto:rasch@stanford.edu)

Web Site: <http://www.stanford.edu/dept/ombuds>

School of Medicine Ombuds: Martha McKee

Email: [martha.mckee@stanford.edu](mailto:martha.mckee@stanford.edu)

The charge to the Ombuds office at Stanford is: "The Ombudsperson's task is to protect the interests and rights of members of the Stanford community from injustices or abuses of discretion, from gross inefficiency, from unnecessary delay and complication in the administration of University rules and regulations, and from inconsistency, unfairness, unresponsiveness, and prejudice in the individual's experience with University activities. The Ombudsperson's office exists to receive, examine, and channel the complaints and grievances of members of the Stanford community, and to secure expeditious and impartial redress."

Any troublesome matter in the University community may be discussed in confidence with the University Ombuds. Services of the office are available to students, staff, and faculty.

Although possessing no decision making authority, the Ombuds has wide powers of inquiry. The Ombuds refers matters to the proper person or office expeditiously and also provides conflict resolution services. For the role of the office of the Ombuds in cases of sexual harassment, see the "Non-Academic Regulations" section of this bulletin.

## POLICE SERVICES

Department Office: Corner of Campus Drive and Serra Street

Phone: (650) 723-9633

Web Site: <http://police.stanford.edu>

The Stanford Department of Public Safety is a full service police department that operates 24 hours a day, 7 days a week. For police, fire, or ambulance response, dial 9-1-1, or 9-9-1-1 from a University phone. Emergency assistance can also be obtained by using one of the nearly 100 Blue Emergency Phone Towers strategically placed around campus.

The department is comprised of the following divisions:

*The Field Services Division* consists of sworn and non-sworn officers who patrol the campus and respond to calls for service. Sworn officers receive their police powers through the Santa Clara County Sheriff's Office. Sworn officers have the legal authority to stop vehicles, make arrests, and enforce all laws. Non-sworn officers assist the sworn officers with security patrols, evidence collection, crime prevention presentations, and other assigned tasks.

*Community Service Division:* Community Service Officers (CSOs) enforce the parking rules and regulations on campus, and provide traffic control at special events, construction zones, and accident scenes. CSOs also provide building security during emergency or critical incidents.

The Support Services Division provides logistical, technical, and accounting support to the department. Special events are handled through this division as well. Special Events Personnel (SEPs) provide security at campus events including athletic events, concerts, student-sponsored events, and dignitary visits. SEPs are available for hire by groups needing security at their University events. Contact the special events office at (650) 723-4924, or email [event\\_security@stanford.edu](mailto:event_security@stanford.edu), for more information.

The Administrative Support Division supports the department through training, recruiting, payroll, human resources, and other business functions.

For additional safety information or to view the yearly crime statistics, see the *Stanford Safety and Security Almanac*, available free from Public Safety, or see <http://police.stanford.edu>.

## OFFICE FOR RELIGIOUS LIFE

Office: Memorial Church

Phone: (650) 723-1762

Web Site: <http://religiouslife.stanford.edu>

The mission of the Office for Religious Life is to guide and enhance spiritual, religious, and ethical life within the Stanford University community. Multifaith exploration and dialogue, central in Stanford's history from its founding, is a vital part of both its ethos and education.

The Deans for Religious Life oversee and provide support for Stanford Associated Religions (S.A.R.), approximately thirty religious organizations invited to offer their spiritual services to the campus. The deans are committed to welcoming students of all genders and sexual identities, all religious and non-religious traditions, and all cultural backgrounds. They strive to ensure that students, faculty, and staff have access to honest and supportive contexts in which to pursue their spiritual journeys on the Stanford campus.

## STANFORD ALUMNI ASSOCIATION

Web Site: <http://www.stanfordalumni.org>

Phone: (800) 786-2586 or (650) 723-2021

The Stanford Alumni Association (SAA) seeks to serve all Stanford alumni and students by offering programs and services such as reunions, regional events, Stanford magazine, online services, volunteer and learning opportunities, and the alumni directory.

The Stanford Alumni Association's alumni and student class outreach department provides students with networking opportunities, celebratory and social events, and special programs that enhance their Stanford experience and help connect them to the 200,000 alumni, faculty, and students worldwide who make up the Stanford community. Alumni and student class outreach programs bring students and alumni together through Reunion Homecoming Weekend each autumn and Commencement weekend in the spring, along with alumni networking events throughout the year.

For students, SAA sponsors events such as student tailgates, alumni panels, Senior Send-off, Senior Dinner on the Quad, Class Day, the Graduation Picnic which follows Class Day, and the Senior Graduation Party. The Alumni Association gives out the J.E. Wallace Sterling award and the Stanford Award of Excellence annually to honor graduating seniors for exemplary service to the University. For more information on students programs at the Stanford Alumni Association, see <http://www.stanfordalumni.org/students/home.html>.

## STANFORD EVENTS

Stanford Events supports the mission and goals of Stanford University through open engagement of the campus community and the worldwide public. The department has three divisions: Public Events, Stanford Lively Arts, and the Stanford Ticket Office.

Public Events oversees, advises, and produces University events and ceremonies as designated by the President's office such as: Commencement, Baccalaureate, the University President's inaugurations, New Student Orientation Convocation, Community Day/Founders' Celebration, and other high-profile university events. This division also serves in an advisory capacity to the schools, departments, and student groups on campus, and oversees University policy and procedure regarding campus events. The Public Events office has final approval authority of Stanford facility and open space use for non-academic public events on campus. For information about University event planning, policies, procedures, and University facilities, see <http://stanfordevents.stanford.edu>, or call (650) 723-2551.

Stanford Lively Arts, the University's presenting program, annually brings to campus a full season of music, dance, and theater by world-famous artists and exceptional newcomers. It furthers research and creativity through world premieres, collaborations, and commissions. In addition to on-stage performances, Lively Arts extends and supplements the academic life of the University through master classes, extended residencies, workshops, lectures and demonstrations, and group discussions. Internationally acclaimed artists perform serious work with Stanford students in classrooms as well as in residence halls. Discounts on performances are available for faculty, staff, and students. For tickets and more information, see <http://livelyarts.stanford.edu>, or call (650) 725-ARTS (2787).

Stanford Ticket Office provides ticketing services for the arts and entertainment events of Stanford University. Tickets for Stanford Lively Arts, Stanford music and drama departments, Stanford Jazz Workshop/Festival, and the ASSU Concert Network are among the event tickets that are available through this office. For more information, see <http://tickets.stanford.edu>, or call (650) 725-ARTS (2787).

## AWARDS AND HONORS

### FACULTY AND STAFF AWARDS

#### KENNETH M. CUTHBERTSON AWARD

The Kenneth M. Cuthbertson Award was established in 1981 to recognize of exceptional service to Stanford University. It was established by members of the faculty who wish to remain anonymous. All members of the Stanford community are eligible for the award; the sole criterion is the quality of the contribution that the recipients have made to the University. The award provides a way of honoring members of the staff and faculty for their efforts on behalf of the University.

Ordinarily, one award is made each year. The award was first presented in 1981 to the person for whom it is named. Kenneth M. Cuthbertson was one of the early architects of Stanford's long-term financial planning and fundraising program. His service to Stanford set an enduring standard for those who will come after him. The award is made annually at the University Commencement Ceremony.

#### LLOYD W. DINKELSPIEL AWARDS

The Lloyd W. Dinkelspiel Awards recognize distinctive and exceptional contributions to undergraduate education at Stanford University. The two principal awards are made to the faculty or staff members adjudged to have made the most distinctive contribution to the development and enrichment of undergraduate education in its broadest sense. Two awards are also made to graduating seniors who combine academic achievement with effective contributions to undergraduate student life. Preference is given to service in the School of Humanities and Sciences in the area of liberal education. The awards are made from an endowment fund established in memory of Lloyd W. Dinkelspiel, a Stanford alumnus and trustee. The awards are made annually at the University Commencement Ceremony.

## WALTER J. GORES AWARDS

The Walter J. Gores Faculty Achievement Awards for excellence in teaching were established by bequest of Walter J. Gores, Stanford Alumnus of the Class of 1917 and a professor at the University of Michigan for 30 years. Teaching is understood in its broadest sense and includes, in particular, lecturing, leading discussions, tutoring, and advising at the undergraduate or graduate levels. Any member of the teaching staff of the University is eligible for an award, including all faculty of professorial rank, instructors, lecturers, teaching fellows, and teaching and course assistants. Ordinarily, awards are made to a senior faculty member (associate or full professor) or senior lecturer; a junior faculty member or member of the teaching staff; and a teaching assistant (graduate or undergraduate student). The awards are made annually at the University Commencement Ceremony.

## ALLAN COX MEDAL FOR FACULTY EXCELLENCE FOSTERING UNDERGRADUATE RESEARCH

The Allan Cox Medal for Faculty Excellence Fostering Undergraduate Research is awarded annually to a faculty member who has established a record of excellence directing undergraduate research over a number of years. It may also go to a faculty member who has done an especially outstanding job with just one or two undergraduates who have demonstrated superior work. The medal was established in memory of the former professor of Geophysics and Dean of the School of Earth Sciences, a strong supporter of faculty-student research collaboration.

## HERBERT HOOVER MEDAL FOR DISTINGUISHED SERVICE

David Starr Jordan's belief that every academic degree should represent work actually done in or under the direction of the institution granting it has meant that, since its founding, Stanford has awarded no honorary degrees. As a means of recognizing extraordinary individuals who deserve special acknowledgment, the Stanford Alumni Association in 1962 voted to establish the Herbert Hoover Medal for Distinguished Service. The name pays tribute to the former President's example of service to his University, to his country, and to the cause of world humanitarianism. Indeed, Mr. Hoover was the first award recipient. The gold medal is presented following selection by an anonymous committee appointed by the Chair of the Board of Directors of the Alumni Association.

## STUDENT AWARDS

### BOOTHE PRIZE FOR EXCELLENCE IN WRITING

Awarded during the freshman year, the Boothe Prize recognizes excellence in writing. Students are selected for this honor on the basis of essays written for courses fulfilling the Introduction to the Humanities or Writing and Rhetoric requirements. The prize is named for Mr. and Mrs. D. Power Boothe, Jr., whose gifts to the University reflect their interest in the humanities.

### PRESIDENT'S AWARD FOR ACADEMIC EXCELLENCE IN THE FRESHMAN YEAR

The President's Award honors students who have exceptionally distinguished academic records that exemplify a strong program of study in the freshman year. Students eligible for the award normally have completed Writing and Rhetoric and Introduction to the Humanities requirements during their first year at Stanford.

## DEANS' AWARD FOR ACADEMIC ACHIEVEMENT

The Deans of Earth Sciences, Engineering, and Humanities and Sciences recognize from five to ten undergraduate students each year for their academic endeavors. Honorees are cited for noteworthy accomplishments which represent more than a high grade point average or success in course work. Faculty nominate students who have exceptional tangible achievements in classes or independent research, national academic competitions, a presentation or publication for a regional or national audience, or exceptional performance in the creative arts.

## FIRESTONE MEDAL FOR EXCELLENCE IN RESEARCH

The Firestone Medal is awarded to seniors in recognition of excellence in undergraduate research. Departments in the School of Humanities and Sciences nominate students who have completed outstanding honors projects in the social, physical, and natural sciences.

## ROBERT M. GOLDEN MEDAL FOR EXCELLENCE IN THE HUMANITIES AND CREATIVE ARTS

The Golden Medal recognizes outstanding achievement in the humanities and the creative arts. Seniors receive these medals upon nomination by their major department.

## HOEFER PRIZE FOR EXCELLENCE IN UNDERGRADUATE WRITING

The Hoefer Prize recognizes students and faculty for their work in courses that meet the University Writing Requirement for writing in the major. Prizes are awarded in each of the five areas of the undergraduate curriculum: humanities, social sciences, natural sciences, engineering, and earth sciences.

## FREDERICK EMMONS TERMAN ENGINEERING SCHOLASTIC AWARD

The School of Engineering annually presents the Terman Award to seniors for outstanding academic achievement. The awardees share their award with a high school teacher of their nomination.

## PHI BETA KAPPA

Phi Beta Kappa is a nationwide society honoring students for the excellence and breadth of their undergraduate scholarly accomplishments. Membership in the Stanford Chapter (Beta of California) is open to undergraduates of all majors. To be elected to Phi Beta Kappa at Stanford, a student must achieve academic distinction in the major as well as in courses across a broad range of fields.

Approximately a tenth of the members of a graduating class are elected to Phi Beta Kappa. Of this number, about one fifth are chosen in their junior year, the remainder in their senior year.

The chapter's election guidelines define breadth of study as excellence beyond the major field. To be considered for election, a student must have taken at least three courses of 3 units or more at Stanford by the time elections are held early in the Spring Quarter with a letter grade of 'B-' or better in each of the following three major domains of knowledge: humanities; science, engineering, and math; and social sciences. Students who transfer in their junior year must have taken at least two courses at Stanford in two of the major domains and at least one course in the third domain, and must have completed a minimum of 75 units of academic work at Stanford by the end of Winter Quarter. Students who transfer in their sophomore year must have taken at least two courses at Stanford in each of the major domains.

There is no direct correlation between Stanford University General Education Requirements (GER) and Phi Beta Kappa breadth requirements. The elections committee analyzes the content of individual courses to determine which major domain requirement they may satisfy. IHUM, PWR, and first-year language courses do not satisfy the PBK breadth criterion.

A grade of '+' or 'CR' is not considered a sign of distinction. Minimally satisfying the breadth criterion is not considered a sign of distinction.

The academic records of eligible students are automatically reviewed, so no special action is required for students wishing to be considered for membership. Anonymity in the election process is ensured by removal of the students' names from their academic records before consideration. Students who desire that their records not be made available for consideration by the Stanford chapter of Phi Beta Kappa should inform the Registrar, 630 Serra Street, Suite 120, Stanford, CA 94305-6032.

## EXCHANGE PROGRAMS AND CROSS-ENROLLMENT AGREEMENTS

Stanford has exchange programs and cross-enrollment agreements with a number of other colleges and universities. The purpose of these programs and agreements is to offer Stanford students courses and training that are not available in the Stanford curriculum.

### EXCHANGE PROGRAMS UNDERGRADUATE

Stanford has exchange programs with four colleges and universities that allow students to exchange schools for a quarter/semester or for a year, depending on the school. These programs are best suited to students in their junior year, when the major area of study has been determined. Stanford students register for zero units at Stanford during the quarter(s) in which they are attending another college or university and pay the regular Stanford tuition. Courses taken at the other institution are treated as transfer credit back to Stanford. Students should contact the External Credit Evaluation section of the Office of the University Registrar to determine whether the courses taken through an exchange program may qualify for credit toward a Stanford degree. Only the number of units accepted in transfer, not the course titles or the grades received, are recorded on the Stanford transcript.

Exchange programs are currently available at three historically black institutions: Howard University in Washington D.C.; and Morehouse College and Spelman College in Atlanta, Georgia. The exchange program at Dartmouth College in Hanover, New Hampshire, focuses on Native American Studies. Further information is available at the Undergraduate Advising and Research Center.

### GRADUATE

The Exchange Scholar Program is open to doctoral students in the fields of humanities, social sciences, and sciences who have completed one full year of study at one of the participating institutions. These students may apply to study at Stanford, and Stanford students may apply to one of these other institutions, for a maximum of one academic year (Autumn, Winter, and Spring quarters) to take advantage of particular educational opportunities not available on the home campus. The participating institutions are Brown University, University of Chicago, Columbia University, Cornell University, Harvard University, Massachusetts Institute of Technology, Princeton University, Stanford University, University of Pennsylvania, and Yale University. Further information on the program may be obtained from the Office of the University Registrar, or the graduate dean's office at participating institutions. Some institutions may place restrictions on specific departments.

Stanford also has separate exchange programs with the University of California, Berkeley, and the University of California, San Francisco. Further information may be obtained at the Office of the University Registrar.

## CROSS-ENROLLMENT AGREEMENTS FOR ROTC

Stanford has cross-enrollment agreements for the Reserve Officers' Training Corps (ROTC) with the Navy and Marine Corps ROTC program at the University of California at Berkeley, the Army ROTC program at Santa Clara University, and the Air Force ROTC program at San Jose State University. The purpose of these agreements is to allow Stanford students to engage in military training while working on their degrees from Stanford. Courses taken in ROTC programs are offered by and through UC Berkeley, Santa Clara, and San Jose State. The courses do not qualify to be used towards the 12-unit requirement for full-time registration status or satisfactory academic progress requirements for Stanford undergraduates. Certain ROTC courses may be eligible to be used as transfer credit if they qualify under Stanford's transfer credit practices.

Normally, students who participate in ROTC training complete a four-year course of instruction at the respective institution that consists of two years of basic courses during the freshmen and sophomore years, and an advanced course of instruction during the junior and senior years. Students who accept ROTC scholarships are generally subject to a service obligation, depending on the regulation of the particular service.

Stanford students who are enrolled in ROTC programs under the cross-enrollment agreements are eligible to compete for scholarships to include full tuition and a monthly stipend (Navy and Air Force), or other varying amounts (Army). Students normally compete for national scholarships as high school seniors, although current Stanford students may be eligible to enroll in ROTC on a non-scholarship basis. Non-scholarship ROTC students are eligible to compete for scholarships, and individual services may offer additional scholarship programs to current qualifying undergraduate and graduate students. Interested students should contact the appropriate military professor at the host institution to obtain information on these programs and to initiate application procedures (see below).

Students who satisfactorily complete an ROTC program and are awarded a Stanford degree qualify for a commission as a Second Lieutenant in the U.S. Army, an Ensign in the U.S. Navy, a Second Lieutenant in the U.S. Marines, or a Second Lieutenant in the U.S. Air Force.

For questions concerning the ROTC programs, Stanford students should consult one of the following: Air Force ROTC, San Jose State University, San Jose, CA 95192-0051, telephone (408) 924-2960; Army ROTC, Department of Military Science, Santa Clara University, Santa Clara, CA 95053, telephone (408) 554-4034; Naval ROTC, 152 Hearst Gym, University of California, Berkeley, CA 94720-3640, telephone (510) 642-7602.

### COURSES

#### AIR FORCE ROTC

The following are offered by San Jose State University:

**AS 001A,B. The Foundation of the United States Air Force**— Freshman year. Introduces students to the Air Force and AFROTC. The characteristics, missions, and organization of the Air Force. Officership and professionalism, career opportunities, military customs and courtesies, and communication skills. Required leadership lab.

**AS 002A,B. The Evolution of the United States Air and Space Power**— Sophomore year. Air and space power through historical study and analysis. The capabilities, function, and doctrinal employment of aerospace forces. Emphasis is on oral and written communication skills. Required leadership lab.

**AS 131A,B. Air Force Leadership Studies**— Junior year. Leadership, management fundamentals, professional knowledge, Air Force personnel system, ethics, and communication skills. Application-level knowledge of skills required of junior Air Force officer through case studies, practical exercises, and seminar discussion. Required leadership lab. Prerequisites: AS 001A,B, AS 002A,B, or as determined by department chair.

**AS 141A. National Security Affairs**—Senior year. The national security process, international and regional relations, advanced leadership ethics, and Air Force doctrine with focus on the military as a profession, officership, military justice, civilian control of the military, and current issues affecting military professionalism. Required leadership lab. Pre- or corequisites: AS 131A, or as determined by department chair.

**AS 141B. Preparation for Active Duty**—Senior year. The role of the Air Force officer in contemporary society emphasizing skills to facilitate a smooth transition from civilian to military life. Required leadership lab. Pre- or corequisites: AS 131A,B, or as determined by department chair.

**Leadership Laboratory (LLAB)**—Mandatory. Hands-on. Drill and ceremony; Air Force customs and courtesies; leadership and followership skills. Guest speakers.

## **ARMY ROTC**

### **FRESHMAN YEAR**

**MILS 11. Leadership and Personal Development**—Taught on Stanford campus. Personal challenges and competencies for effective leadership. How life skills such as goal setting, time management, physical fitness, and stress management relate to leadership and officership. Development of a personal fitness program under the guidance of an Army master fitness trainer. Two 60-minute classes per week. Weekly 3-hour leadership labs required. One four-day weekend field exercise away from the University.

**MILS 12. Foundations in Leadership I**—Taught on Stanford Campus. Leadership fundamentals such as setting direction, problem solving, listening, presenting briefs, providing feedback, and effective writing skills. Leadership dimensions and values. Two 60-minute classes per week. Weekly 3-hour leadership labs required. One evening military formal dinner.

**MILS 13. Foundations in Leadership II**—Taught on Stanford campus. Leadership framework; practical applications in fundamentals such as problem solving, listening, presenting briefs, and effective writing skills. Values, attributes, skills, and actions in the context of practical and interactive exercises. Two 60-minute classes per week. Weekly 3-hour leadership labs required. One four-day weekend field training exercise away from the University.

### **SOPHOMORE YEAR**

**MILS 21. Innovative Leadership**—Taught on Stanford campus. Creative and innovative leadership strategies and styles through historical cases and interactive exercises. Personal motivation and team building through team exercises. Focus is on leadership values and attributes through organizational customs and courtesies. Leadership case studies; individual creeds and organizational ethos. Two 60-minute classes per week. Weekly 3-hour labs required. One four-day weekend field training exercise away from the University.

**MILS 22. Leadership in Changing Environments**—Taught on Stanford campus. The challenges of leading in contemporary operational environments. Crosscultural challenges and applications to leadership tasks and situations. Case studies. Two 60-minute classes per week. Weekly 3-hour labs required. One evening military formal dinner.

**MILS 23. Team Leading Procedures**—Taught on Stanford campus. Plans and orders that enable small units to complete assigned tasks and the decision making process. Planning techniques to develop orders, briefing plans, and decisions. Two 60-minute classes per week. Five 3-hour labs per quarter. One four-day weekend field training exercise away from the University.

## **JUNIOR YEAR**

**MILS 131. Adaptive Team Leadership**—Taught at Santa Clara University. Adaptive leadership skills and the demands of the ROTC Leader Development Assessment Course (LDAC). Scenarios related to small-unit tactical operations to develop self awareness and thinking skills. Feedback on student leadership abilities. Two 90-minute classes per week. Weekly 3-hour labs required. One mandatory four-day field training exercise away from the University. Prerequisites: MILS 11, 12, 13, 21, 22, and 23, or consent of department chair.

**MILS 132. Situational Leadership I**—Taught at Santa Clara University. Skills in leading small units, including decision making, persuading, and motivating team members when under fire. Two 90 minute classes per week. Weekly 3-hour labs required. One evening military formal dinner. Prerequisite: MILS 131, or consent of department chair.

**MILS 133. Situational Leadership II**—Taught at Santa Clara University. Applications of situational leadership challenges in decision making, persuading, and motivating team members when under fire. Preparation for ROTC Leader Development Assessment Course (LDAC). Two 90-minute classes per week. Weekly 3-hour labs required. One mandatory four-day field training exercise away from the University. Prerequisite: MILS 132, or consent of department chair.

## **SENIOR YEAR**

**MILS 141. Developing Adaptive Leaders**—Taught at Santa Clara University. Planning, executing, and assessing complex operations, functioning as a member of staff, and providing leadership performance feedback to subordinates. Situational opportunities to assess risk, make ethical decisions, and provide coaching to fellow ROTC students. Responsibilities of key staff. Two 90-minute seminars per week. Weekly 3-hour labs required. One mandatory four-day weekend field training exercise away from the University. Prerequisite: MILS 133, or consent of department chair.

**MILS 142. Leadership in a Complex World I**—Taught at Santa Clara University. Differences in customs and courtesies, military law, principles of war, and rules of engagement in the face of international terrorism. Interacting with nongovernmental organizations, civilians on the battlefield, and host nation support. Two 90-minute seminars per week. Weekly 3-hour labs required. One evening military formal dinner. Prerequisite: MILS 141.

**MILS 143. Leadership in a Complex World II**—Taught at Santa Clara University. Preparation for first unit of assignment and transition to Lieutenant. Case studies, scenarios, and exercises to prepare for complex ethical and practical demands as commissioned officers in the U.S. Army. Two 90-minute seminars per week. Weekly 3-hour labs required. One mandatory four-day weekend field training exercise away from the University. Prerequisite: MILS 142.

## **MILITARY HISTORY**

**MILS 199. Dynamics of Leadership in Military History**—Taught at Santa Clara University. Dynamics that drive decisions made by history's military leaders and followers. Wars and battles from 1861 to present. Techniques and innovations in military training, weapon systems, political timing, and their effect they have on strategies. Combined arms experiences.

## NAVAL ROTC

The Department of Naval Science at UC Berkeley offers programs of instruction for men and women leading to active duty reserve commissions in the U.S. Navy or U.S. Marine Corps. Navy option students enrolled in one of the four-year programs normally complete the following courses during the first two years. Students should consult <http://navsci.berkeley.edu> for more information and changes to course offerings.

**NS 1. Introduction to Naval Science**— Freshman year.

**NS 2. Sea Power**— Freshman year.

**NS 3. Leadership and Management**— Sophomore year.

**NS 10. Naval Ship Systems I - Engineering**— Sophomore year.

Navy option students enrolled in either the four- or two-year program normally complete the following courses during their junior and senior years.

**NS 12A. Navigation and Naval Operations I**— Junior year.

**NS 12B. Navigation and Naval Operations II**— Junior year.

**NS 401. Naval Ship Systems**— Senior year.

**NS 412. Leadership and Ethics**— Senior year.

In addition to the above courses, Navy option ROTC students are required to participate in weekly professional development laboratories (drill) at UC Berkeley and complete a number of other courses at Stanford including one year of calculus, physics, and English, and one quarter of computer science, and military history or national security policy.

In lieu of NS 401, NS 10, NS 12A and NS 12B, Marine option students participate in Marine Seminars and complete MA 154, History of Littoral Warfare, and MA 20, Evolution of Warfare, or a designated equivalent course. Marine option students also participate in the weekly professional development laboratories.

This file has been excerpted from the *Stanford Bulletin*, 2007-08, pages 720-724. Every effort has been made to ensure accuracy; post-press changes may have been made here. Contact the editor of the bulletin at [arod@stanford.edu](mailto:arod@stanford.edu) with changes or corrections. See the bulletin web site at <http://bulletin.stanford.edu> for additional information.