



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES  
4301 JONES BRIDGE ROAD  
BETHESDA, MARYLAND 20814-4712  
[www.usuhs.mil](http://www.usuhs.mil)



May 4, 2022

## SUBJECT: DoD Joint Decorations and Awards

### Instruction 1347

(BDE)

#### ABSTRACT

This Instruction implements policy, assigns responsibilities, and prescribes the procedures to be followed in the preparation, submission, and approval of Department of Defense (DoD) Joint Decorations and Awards.

**A. Reissuance and Purpose.** This Instruction reissues the Uniformed Services University (USU) Instruction 1347 (*Reference (a)*), and outlines procedures and provides specific examples for submitting DoD Joint Decorations and Awards.

**B. References.** *See Enclosure 1.*

**C. Applicability.** This Instruction applies to all USU uniformed personnel (faculty, staff, fellows, and residents who are not in the didactic portion of their training) who are assigned, attached, or on temporary duty (TDY). Per Reference b., Section 1.2., c., (4), uniformed personnel in a student status are not eligible to receive DoD Joint Decorations and Awards.

**D. Policy.** It is USU policy that members of the Armed Forces of the United States shall receive tangible recognition for acts of valor, exceptional service or achievement, and acts of heroism in accordance with the References in *Enclosure 1*.

**E. Responsibilities.**

1. The President, USU, under the authority, direction and control of the Secretary of Defense shall:

a. Be the approval authority for awarding the Defense Meritorious Service Medal (DMSM) and the Joint Service Commendation Medal (JSCM).

b. Delegate the authority to approve the Joint Service Achievement Medal (JSAM) to the Brigade Commander (BDE CO).

c. Authorize the transmittal of all recommendations for the Defense Distinguished Service Medal (DDSM) and the Defense Superior Service Medal (DSSM), which require higher level approval.

d. Authorize the transmittal of all recommendations for Service-specific awards, Legion of Merit (LOM) or higher to the respective Service organizations for approval.

e. Serve as the recommending official for all award nominations for LOMs, DSSMs, and DDSMs.

f. Review and sign the minutes of the Military Awards Panel (MAP).

2. The BDE CO, USU, under the authority, direction, and control of the President, USU shall:

a. Appoint the MAP Chair and all board members in writing.

b. Monitor the operation of the military awards program to ensure uniformity of policy and action.

c. Authorize the transmittal of all recommendations for Service-specific awards to the respective Services for approval.

d. Recommend procedures, guides, and standards for expeditious functioning of, and participation in, the awards program.

e. Be the approval authority for the JSAM and Military Outstanding Volunteer Service Medal (MOVSM).

f. Review and sign the minutes of the MAP.

3. The Chair, MAP, under the authority, direction and control of the BDE CO, USU shall:

a. Conduct an electronic-MAP (e-MAP) when four (4) or more awards have been submitted. An in-person MAP may be held at any time, as deemed necessary.

b. Preside over the deliberation of each award nomination packet.

c. Ensure each member of the e-MAP has a fair and equitable opportunity to comment on the award nomination.

d. Ensure at least 50% of the voting members have an opportunity to vote on each award nomination packet. Inclusive in the voting process is the recommendation to approve the level of award as recommended and written; recommend to approve the level of the award with specific editorial corrections; recommend to upgrade or downgrade the level of the award; or disapprove the award as written. An award that has been recommended for disapproval by the MAP may be rewritten and resubmitted to the e-MAP for consideration.

e. Communicate with the recommending official on any award which was recommended for disapproval by the e-MAP to ensure they are aware of the board's concerns.

f. Review and sign the minutes of the e-MAP.

4. The Awards NCO, Military Personnel Office (MPO), under the authority, direction, and control of the BDE CO, USU shall:

- a. Convene of the BDE Awards Ceremony in collaboration with the Headquarters Company Commander.
- b. Distribute the e-MAP with the Chair and each board member.
- c. Digitally file all awards for USU personnel in the MPO digital awards file; maintain and prepare required awards reports.
- d. Forward all documentation to the Service Member's Service for filing in their official military personnel records; forward one copy to the Service Member.
- e. Forward all award documentation to the award recipient's new unit of assignment for presentation if the award was not presented at USU.
- f. Ensure the minutes of the MAP are prepared, signed by the MAP Chair, approved by the BDE CO, the President, USU, and then digitally filed.
- g. Ensure all awards are submitted to the e-MAP for consideration no later than 3 days to the next e-MAP.
- h. Prepare certificates in final format for each approved award DMSM and below.
- i. Prepare and issue orders for all approved awards, within 15 days of award signature.
- j. Transmit DSSM and Service-specific awards to the respective approval authority locations or Services for final approval.
- k. Ensure the HR system of record is updated with the approved award (eMILPO, BOL, MilPDS)

5. The Military Awards Panel (MAP), under the authority, direction, and control of the BDE CO, USU shall:

- a. Review all military award recommendations.
- b. Act as an advisory council to the BDE CO and the President, USU.
- c. Be guided by the awards standards outlined herein.
- d. Vote on each recommendation.
- e. Consist of the USU BDE Executive Officer as Chair; BDE Operations Officer; Command Master Chief (or designated official); Commandant, School of Medicine (SOM);

Commandant, Graduate School of Nursing (GSN); Director, Armed Forces Radiobiology Research Institute (AFRRI) (or designated official); BDE Senior Service Advisors (SSA); BDE Senior Enlisted Advisors (SEA); BDE MPO Director (or designated representative); and other members appointed by the BDE CO to ensure a diverse combination of Services, gender, and ethnicity.

f. For a quorum to be reached, an award recommendation must be reviewed by the Chair and at least 50% of the members.

g. If an in-person MAP is held, MPO will provide one person to be present as a non-voting recorder of the MAP's proceedings.

6. The BDE Headquarters Company Commander (HQ CO), under the authority, direction, and control of the BDE CO, USU shall:

- a. Collaborate with the MPO for the BDE Awards Ceremony.
- b. Coordinate with the rating chain to determine if they intend to submit an award on a Service Member.
- c. Convey due dates to rating chains (based on level of award).
- d. Enforces guidance to ensure the rating chain writes and submits an award ready for final review.
- e. Reviews final award submission to MPO via [USU-military-awards@usuhs.edu](mailto:USU-military-awards@usuhs.edu) org box.
- f. Email reminders to USU-all informing them of the award ceremony.
- g. Brief the BDE XO weekly on award submission statuses.
- h. Collaborate with SEAs to ensure supervisors are contacted for awards still pending submission.
- i. Communicate with the recommending officials to let them know the board's decisions.

7. Award Recommending Official shall:

- a. Ensure all recommendations for military awards are prepared and submitted in accordance with this Instruction and Enclosure. All recommendations that do not meet the standards of this Instruction and Enclosure will be returned to the originator for correction.
- b. Review each award nomination for content, eligibility, formatting, and grammar, required approval(s), and adequacy of proposed citation.



c. If recommended for an End of Tour (EOT) or retirement award, will submit a letter of lateness if submission is not in accordance with the following timelines:

- 1) Recommendation for the JSAM, JSCM, or DMSM must be submitted no less than 75 days prior to transition leave or Permissive Temporary Duty (PTDY) starting for nominee.
- 2) Recommendation for the Legion of Merit or Defense Superior Service Medal must be submitted no less than 180 days prior to transition leave or PTDY starting for nominee.
- 3) There will be no time limit for MOVSM recommendations; however, USU recommendations will have a minimum of 200 hours of volunteer service prior to submission.

#### **F. Procedures.**

1. Recommendations for awards will be submitted for those individuals whose meritorious service and achievements are of a magnitude which clearly place such individuals well above their associates in performance of duty. Normal duty performance during the tour does not in itself constitute justification for a military award.

2. No DoD decoration shall be awarded or presented to any Service member whose entire period of joint assignment has not been honorable. Honorable is defined by USU as a Service member's actions which are compatible with continued military service; no criminal convictions; having served satisfactorily in a specific grade or position; having fulfilled one's obligations efficiently, ethically, faithfully, and with discipline.

3. If a Service member will not be recommended for an award at the time of separation, End of Tour (EOT), or retirement, the Service member's department will submit a justification memo signed by the Department Chair or company commander.

4. Fleet Letters or certificates of commendation (LOC, FLOC) or appreciation (LOA) with appropriate remarks may provide adequate means of recognizing duty performance that is expected of personnel serving a tour of duty at the USU and may be recommended.

5. The number of decorations that may be awarded to a Service member is not limited. However, only one decoration is awarded for the same act, achievement, or period of service. Additionally, DoD decorations may not be awarded to any Service member for an act, achievement or period of service for which another Service decoration has been awarded. If this happens, the DoD award will be rescinded.

6. Personnel being recommended for an award on temporary duty to USU must be on appropriate orders and orders will be submitted with the award recommendation. Once the award is approved, orders will be issued, and the award will be mailed to the unit for

presentation. Recommendations will be entered into the MPO website within one year of the achievement or service to be recognized. Awards NCO, MPO, will forward all documentation to the Service Member's Service for filing in their official records.

7. United States Public Health Service (USPHS) officers assigned, attached, or detailed for full-time or part-time duty to USU are eligible for U.S. military ribbons, medals, and decorations on the same basis as officers of the Military Services with the approval of the Secretary of Health and Human Services (HHS).

8. If an award recommendation is returned to the department for corrections or stronger submission, it must be provided back within 48 hours. If the award is not received back within 48 hours, it will be boarded at the next MAP.

#### **G. Presentation.**

1. Every effort will be made to present awards prior to the detachment or departure of the Service Member. All awards presented at USU will be presented by one of the following individuals:

- a. President, USU.
- b. BDE CO, USU.
- c. Appropriate Dean, USU.
- d. Executive Officer, USU.
- e. Department Head, USU.

2. The BDE staff will collaborate and organize a monthly BDE Awards Ceremony, to include: scheduling a room; arranging for a photographer and a public affairs representative; and notifying the awardee, recommender, and University of the date, time, and place of the ceremony.

3. For personnel participating in the BDE Awards Ceremony, uniform will be the uniform or attire of the day.

4. When the award presentation does not take place on the USU campus, the orders announcing the award, the narrative, certificate, and the medal set will be forwarded directly to the Service member's gaining unit Commander or home of record, if they are separating.

5. Company Command teams will invite Service Members to the BDE Awards Ceremony and provide the names of the Service Members attending to MPO no later than five (5) days prior to the awards ceremony.

**H. Effective Date.** This Instruction is effective immediately.

A handwritten signature in black ink, appearing to read 'William M. Roberts', is positioned above the printed name.

William M. Roberts, MD, MBA  
Acting President

Enclosures:

1. References
2. Standard Operating Procedure for DoD Joint Decorations and Awards

**REFERENCES**

(a) USU Instruction 1347, "Department of Defense Military Awards," dated December 26, 2019 (hereby canceled).

(b) DoD Manual 1348.33-M, VOLUME 4, "MANUAL OF MILITARY DECORATIONS AND AWARDS: DOD JOINT DECORATIONS AND AWARDS," dated December 21, 2016, Change 4, Effective May 7, 2021.

(c) DoD Manual 1348.33-M, VOLUME 2, "MANUAL OF MILITARY DECORATIONS AND AWARDS: DOD SERVICE AWARDS – CAMPAIGN, EXPEDITIONARY, AND SERVICE MEDALS," dated December 21, 2016, Change 4, Effective May 7, 2021.

(d) Military Personnel Office (MPO), "SOP for DoD Joint Decorations and Awards," dated 1 October 2021.





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USU-MPO

1 October 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Standard Operating Procedures for DoD Joint Decorations and Awards

1. References:

- a. USU Instruction 1347, "DoD Joint Decorations and Awards," dated 14 August 2019.
- b. DoD Manual 1348.33-M, VOLUME 4, "MANUAL OF MILITARY DECORATIONS AND AWARDS: DOD JOINT DECORATIONS AND AWARDS," dated December 21, 2016, Change 4, Effective May 7, 2021.
- c. DoD Manual 1348.33-M, VOLUME 2, "MANUAL OF MILITARY DECORATIONS AND AWARDS: DOD SERVICE AWARDS – CAMPAIGN, EXPEDITIONARY, AND SERVICE MEDALS," dated December 21, 2016 Change 4, Effective May 7, 2021.

2. This SOP applies to all uniformed personnel (faculty, staff, fellows, and residents who are not in the didactic portion of their training) who are assigned, attached, or on temporary duty (TDY) to the Uniformed Services University (USU). Service members may be recommended for the following DoD Joint Decorations and Awards:

- a. Defense Superior Service Medal - (DSSM)
- b. Defense Meritorious Service Medal - (DMSM)
- c. Joint Service Commendation Medal - (JSCM)
- d. Joint Service Achievement Medal - (JSAM) \*NOTE: Available to O5 and below only
- e. Military Outstanding Volunteer Service Medal - (MOVSM)

3. Awards will only be accepted for processing through the MPO website:  
<https://sites.google.com/usuhs.edu/BDE/milpo/awards>.

4. Service members assigned to USU in "Student Status" are only eligible to be recommended for the MOVSM and/or Service-specific awards. Service members from external Army, Navy,

**USU Instruction**

5. Service members from Army, Navy, Marine Corps, and Air Force units not assigned nor attached to USU for administrative, operational, or exercise purposes are not eligible for DoD Joint awards, but retain eligibility for Service-specific awards from their respective Military Service.
6. With the exception of the DSSM, DoD Joint Decorations or Awards may be awarded to service members on temporary duty (except members in student status). Personnel who are attached to USU for administrative or exercise purposes will not be eligible for a DoD award. Such impact awards should be rare and only awarded for truly outstanding achievement. When recommending an award for service member(s) on temporary duty to USU, the temporary duty orders must be provided as supporting documentation. Being under operational control of USU does not constitute eligibility for a DoD Joint Decoration or Award.
7. Due to the eligibility criteria of the DDSM, and the unlikelihood of this award being presented to anyone in USU, we will not discuss this award in any other location throughout this SOP. If more information is required, please refer the DOD-Manual. (*Reference (c)*).
8. Processing and routing of DSSM:
  - a. The DSSM is typically awarded to those in key leadership roles who made substantial contributions and impacts at the Department of Defense and the Military Health System levels.
  - b. Recommendations for the DSSM must be prepared and submitted through the MPO office for processing to the Military Awards Panel (MAP), the BDE Commander, the President, USU for signature, and further routed to submitted to the Washington Headquarters Service (WHS) for the Secretary of Defense signature no later than 120 days prior to presentation date. For this reason, all DSSMs must be submitted to the MPO website **no later than 175 days prior to presentation date**.
    - 1) The DSSM narrative justification will have 1" margins, will be fully left justified, will be one complete, long paragraph, will not exceed three single-spaced pages, Times New Roman, 12-pitch font. *See Enclosure 2, Attachment 1 for DSSM narrative template.*
    - 2) The citation will have 1" margins, be fully left justified, Times New Roman, 14-pitch font, contain no acronyms, and be no longer than 16 lines. *See Enclosure 2, Attachment 1 for DSSM citation template.*
9. Processing of DMSM:
  - a. The DMSM is typically awarded to those in key leadership roles who made significant contributions at the Military Health System levels and University level.
  - b. Recommendations for the DMSM must be prepared and submitted through the MPO office for processing to the MAP, the BDE CO, and President, USU for signature **no later than 75 days prior to a presentation date**.

1) The narrative justification will have 1" margins, will be fully left justified, will not exceed two single-spaced pages, Times New Roman, 12-pitch font. See Enclosure 2, Attachment 2 for DMSM narrative template.

2) The citation will have 1" margins, be fully left justified, Times New Roman, 14-pitch font, contain no acronyms, and be no longer than 16 lines. See Enclosure 2, Attachment 2 for DMSM citation template.

**10. Processing of JSCM or JSAM:**

a. The JSCM is typically awarded to those who met or exceeded all expectations upon completion of the entire period of joint assignment in a supervisory role or other key positions.

b. The JSAM is typically awarded to those in non-supervisory roles and who met or exceeded expectations with a limited scope of responsibility recognizing successful completion of the entire period of joint assignment. Note: JSAMs may be recommended for O-5 and below only.

c. Recommendations for the JSCM or JSAM must be prepared and submitted through the MPO office for processing to the MAP, the BDE CO and President, USU for signature no later than 75 days prior to a presentation date.

1) The narrative justification will have 1" margins, will be fully left justified, will not exceed one single-spaced page, Times New Roman, 12-pitch font. See Enclosure 2, Attachments 3 and 4, respectively, for JSCM and JSAM narrative template.

2) The citation will have 1" margins, be fully left justified, Times New Roman, 14-pitch font, contain no acronyms, and be no longer than 16 lines. See Enclosure 2, Attachments 3 and 4, respectively, for JSCM and JSAM citation template.

**11. Processing and routing of MOVSM:**

a. Recommendations for the MOVSM must be prepared and submitted through the MPO office for processing to the MAP and the BDE CO for signature no later than 75 days prior to a presentation date.

b. Supporting documentation highlighting sustained, direct, and consequential voluntary service will be signed by each location/activity and must be included with the recommendation. See Enclosure 2, Attachment 5 for nomination template.

c. There will be no time limit for MOVSMs; however, USU recommendations will have a minimum of 200 hours of volunteer service to the community with documentation of participation prior to submission.

d. Volunteer service resulting in personal gain, detailed, tasked, or performed as part of a military mission (for example: unit project or command sponsored project) will not be used, as



this service is not voluntary in nature or is part of the command's mission.

e. Volunteering with the following types of organizations are examples of qualifying service: Young Men's Christian Association (YMCA) or Young Women's Christian Association (YWCA); 4H; Big Brothers/Sisters; youth programs such as Boy/Girl Scouts; sports programs such as Little League and Special Olympics; abuse/rape/suicide hotline volunteers; hospital/blood drive volunteers; education programs such as volunteer teachers, Drug Abuse Resistance Education, and literacy programs; CFC organizations such as March of Dimes, Make-A-Wish Foundation, Salvation Army; volunteer fire department/rescue squad; community centers; neighborhood watch; Meals-on-Wheels; homeless shelters; senior citizens programs; working with the hearing impaired; fund drives and telethon support; public library story hour; museum guide; local beautification projects such as Adopt-a-Park/Highway; military affiliates such as USO, Navy and Marine Corps Relief Society; or Navy League Sea Cadet Program.

12. The Army Medical Department 30-Year Medallion Policy Guidance: AMEDD Soldiers honorably retiring with 30 years or more of Federal Service to the AMEDD who are not pending UCMJ action, under suspension of personnel actions (Flagged), or under investigation are eligible. Please see OTSG/MEDCOM Policy Memo 18-060, dated 9 October 2018 for more information.

13. Letter of Lateness: When the normal time submission requirements are not met due to early retirement, unexpected PCS move, or anything relating to the nature of lateness, a letter of lateness must accompany the award recommendation. *See Enclosure 2, Attachment 6* for letter of lateness template.

14. Retirement: DoD award recommendations for retirement awards will only cover the period of time assigned to the USU, vice the 10 years' of service allotted by the Army and Air Force for retirement awards.

15. Justification: The justification must provide specific, factual, and concrete examples of exactly what the service member did, how well he/she did it, how it impacted/benefited USU or other external entities, and how the service member significantly exceeded expected performance of duty.

16. Previous Awards: The number of decorations that may be awarded to a service member is not limited; however, only one decoration is awarded for the same act, achievement, or period of service. Copies of all awards received while at the USU will be submitted with the award recommendation. These previous awards will be used to avoid duplication of acts and achievements.

17. Eligibility:

a. With the exception of the DSSM, Defense awards may be awarded to service members on temporary duty (except members in student status). Personnel who are attached to USU for administrative or exercise purposes will not be eligible for DoD Awards.



b. Defense award recommendations will only be awarded or presented to Service members whose entire Joint service during or after the time of the distinguished act, achievement, or service has been honorable. Honorable is defined by USU as a Service member's actions which are compatible with continued military service; no criminal convictions; having served satisfactorily in a specific grade or position; having fulfilled one's obligations efficiently, ethically, faithfully, and with discipline.

c. Personnel assigned to the USU on extended tours can be considered for an award at the end of their normal tour extension (usually 3-or 4-years). These awards will include their achievements at the 3-or 4-year interval and these achievements cannot be considered in subsequent awards.

**18. Basis for Submission of Award:**

a. Recommendation for awards will be submitted for those individuals whose meritorious service and achievement are of a magnitude that clearly place such individuals well above their associates in performance of duty. Normal duty performance during the tour does not, in itself, constitute justification for a military award. Letters or certificates of commendation or appreciation with appropriate remarks provide adequate means of recognizing duty performance that is expected of personnel serving a tour of duty at USU.

b. The basis for submitting an award falls into two categories: recognition for service performed/meritorious service or outstanding achievement more commonly known as impact award:

1) Service awards are given to individuals in recognition of extended and continuous meritorious service during an entire tour of duty. Normally, these awards are reserved for when an individual leaves due to permanent change of station (PCS), normal separations, or retirement. Individual performance must exceed that expected by virtue of grade and experience, based on the accomplishments during an entire tour of duty.

2) Impact awards should be rare and given to individuals in recognition for specific act(s) or achievement(s) separate and distinct from regularly assigned duties, such as a special project. Justification for the award must demonstrate performance above and beyond that normally expected for an individual of like grade, position, and experience. Normally impact awards will not be given for short periods of achievements (less than a week); however, initiative of new and innovative programs or procedures or participating in activities designed to enhance the effectiveness or image of the University are examples of performance above that normally expected. A recommendation for an impact award should be submitted only when delaying recognition until completion of the individual's period of service would diminish the significance of the accomplishments. Collateral duties, such as Color Guard and ASF should be annotated on end of tour awards and not submitted as impact awards.

19. POC is the Military Personnel Office, Awards NCO at [usu-military-awards@usuhs.edu](mailto:usu-military-awards@usuhs.edu) or at (301) 295-3423.

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**CARLOS H. CERVANTES**  
LT, USN  
Director, Military Personnel Office

**Attachments:**

DSSM Template  
DMSM Template  
JSCM Template  
JSAM Template  
MOVSM Template  
Letter of Lateness Template

**DISTRIBUTION:**

Brigade Primary and Special Staff Dean, GSN  
Commandant, GSN Dean, SOM Commandant, SOM  
EMDP2/GEO Company Commander GSN Company Commander  
HQs Company Commander SOM Company Commander

## **DSSM NARRATIVE/CITATION GUIDELINE**

For USU personnel, eligibility includes the following: Must have significant international impact and interagency impact within the DoD, i.e. while assigned to USU; displayed exceptionally superior leadership within the command or its functions, i.e. senior leadership position within the University (command or program), high profile leadership position in field operations; provided impact to medical community within the MHS, i.e. authored books, articles, journals, research, grant approvals, etc.; significant international academic impact on curriculum, advancement of studies; significant administrative support of Academics contributing to international/inter-DoD agency advancement.

### **Opening sentence:**

Major Anthony J. Davis, United States (Military Service), distinguished himself by superior meritorious service in a position of significant responsibility as (position and duty assignment), from (month year) to (month year) (must match the recommendation sheet and the citation).

### **Narrative description:**

During this period, her outstanding leadership and ceaseless efforts as a clinician, educator, mentor, and leader has had far reaching implications across the Department of Defense. The award must be specific, factual, and provide concrete examples of exactly what the person did, how well he or she did it, what the impact or benefits were to the DoD, and how he or she significantly exceeded expected duty performance. Minimize superlatives.

### **Closing sentence:**

#### **EOT Award/Impact**

The distinctive accomplishments of Major Davis reflect great credit upon himself, the United States (Military Service), and the Department of Defense.

#### **Retirement Award**

The distinctive accomplishments of Major Davis culminated a ("long and" – for members with more than 30 years of service) distinguished career in the service of his country and reflect great credit upon himself, the United States (Military Service), and the Department of Defense.

#### **Separation Award**

The distinctive accomplishments of Major Davis while serving his country reflect great credit upon himself, the United States (Military Service), and the Department of Defense.

**ACTION MEMO**

**FOR:** \_\_\_\_\_, ACTING ASSISTANT SECRETARY OF DEFENSE  
**FOR HEALTH AFFAIRS**

**FROM:** President, Uniformed Services University (USU)

**SUBJECT:** Recommendation for Award of the Defense Superior Service Medal

- Request you sign the memorandum at Tab A endorsing RANK FIRST M. LAST NAME for the Defense Superior Service Medal. RANK LAST NAME, United States Air Force, distinguished himself by superior meritorious service in a position of significant responsibility as Clinical Director, Uniformed Services University, from August 2015 to August 2021.
- SMALL EXCERPT FROM NARRATIVE RANK LAST NAME is an internationally recognized educator with more than a dozen publications, over one hundred presentations, and five education awards to include the USU School of Medicine's 2019 Clement's Award. He optimized simulated clinical training in the Psychiatry Clerkship shortly after arriving at USU. In response to his efforts, he was awarded the USU Innovation in Teaching award, 2018 School of Medicine Clinical Educator of the Year, and the national Association of Directors of Medical Student Education in Psychiatry's Devneil Vaidya Junior Faculty Teaching Award in Psychiatry. Based on his published results, his efforts resulted in a 10% improvement in student performance.
- Enclosed are the narrative (Tab B), citation (Tab C), Personnel Data Summary if USN, SURF for USAF, ORB for USA (Tab D), Late Letter (Tab E)

**RECOMMENDATION:**  
Sign the memorandum at Tab A.

**COORDINATION:** Tab F

**Attachments:**

As stated

Prepared by: SSgt Daniel Lopez at (301) 295-0418



**MEMORANDUM FOR DIRECTOR, WASHINGTON HEADQUARTER SERVICES**

**SUBJECT: Recommendation for Award of the Defense Superior Service Medal**

Under the provisions of Department of Defense Manual 1348.33-Volume 4, June 20, 2019, the following Service member is recommended for award of the Defense Superior Service Medal:

- a. RANK First M. Last Name, U.S. Air Force, XXX-XXX-1234
- b. Uniformed Services University
- c. Serving as: Duty Title, Department
- d. Inclusive dates of award: August 2015 to August 2021
- e. Service member to be reassigned on: 15 August 2021
- f. Date of Presentation date: 15 July 2021
- g. Previous Defense awards:  
Joint Service Achievement (10 June 2016 – 19 May 2017)
- h. No other award for this Service member for this action is pending; and no previous award has been made for the act or service described herein.

Attached are a narrative description of achievement performed and the proposed citation.

**Attachments:**

Narrative

Citation

Supporting documentation (SURF) (ORB) (Personnel Data Summary)

Late Letter

**USU DSSM RECOMMENDATION SHEET**

1. Name (Last, First, MI):		2. Grade/Rank:		3. DODIDN (on the back of CAC)		4. DESIG/NEC/MOS:	
5. Branch:		6. Leave Start/Last Date:		7. Retirement/Separation (Number of Years):		8. Duty Title:	
9. Department:				10. Reason for Award:  Retirement <input type="checkbox"/> PCS <input type="checkbox"/> Separation <input type="checkbox"/> Impact			
11. Recommended Award:  <input checked="" type="checkbox"/> DSSM <input type="checkbox"/> DMSM <input type="checkbox"/> JSCM <input type="checkbox"/> JSAM <input type="checkbox"/> MOVSM <input type="checkbox"/> LOC Service AM, CM, MSM, LOM				12. PCS Unit Mailing Address: (Home address for retirement/separation):			
				13. Awards Received While at USU (must include copies):			
14. Submitted for:  Meritorious <input type="checkbox"/> Heroism <input checked="" type="checkbox"/> Outstanding Achievement				15. Adverse Actions:  Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown If Yes, for what reason:			
16. USU Dates of Service: DD MONTH YYYY to DD MONTH YYYY				17. Date of Presentation and Method:  Date:    Method:			
18. Attachments: Narrative Citation SRB Supporting Documents (if applicable)				19. Other Personal Being Recommended for Same Action:			
20. By signing below, I certify that no other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein.							
21. Submitted by:				22. Phone:		23. Signature:	
24. Submit Award to:  MPO Website: <a href="https://sites.google.com/usuhs.edu/brigade/milpo/awards">https://sites.google.com/usuhs.edu/brigade/milpo/awards</a>				25. Approval Authority: BRIGADE COMMANDER, USU (JSAM/MOVSM) PRESIDENT, USU (FLOC/JSCM/DMSM) DEFENSE HEALTH AFFAIRS (DDSM/DSSM) SERVICE SPECIFIC COMMANDS (AM, CM, MSM or LOM)			
26. Grade/Title/Name of Depart Head:				27. Signature of Department Head:		28. Date:	

Note: Award recommendation will be returned without action if not submitted via the MPO website and/or if Blocks 23 and 27 are not signed.

***Instructions: 1" margins, left justified, Times Roman 12, one continuous paragraph, no more than 3 single-spaced pages. The narrative should be specific and factual (provide numbers, quantifiable evidence, dollar amounts, etc., giving concrete examples of exactly what the Service member did, how it was done, what impact, benefit, or results were realized, and why or how such impact, benefit, or results significantly exceeded superior performance of duty. An example of a narrative is below.***

### NARRATIVE EXAMPLE

Grade FName MI. LName, United States (Military Service), distinguished (himself/herself) by superior meritorious service in a position of significant responsibility to the F. Edward Hébert School of Medicine, Uniformed Services University as Assistant Dean for Clinical Sciences, Office for Student Affairs, from September 2012 (month year) through July 2017 (month year) (must match the recommendation sheet and the citation). Her influence as a clinician, educator, mentor, and leader has had far reaching implications across the Department of Defense. Countless patients, faculty, and over a thousand military medical students and military physician graduates have been positively affected by her outstanding care, guidance, and professionalism. Grade LName is a recognized expert in the fields of Hand Surgery and Orthopedic Surgery and Education. She demonstrated vision and commitment to providing outstanding Hand Surgery Services and enhanced access to care by working directly with the leadership at Kimbrough Ambulatory Care Center, Fort George G. Meade, Maryland (KACC) to create the KACC Hand Surgery Center. Combining military and civilian staffing allows the center to provide consistent high quality access to Hand Surgery and Occupational Therapy Services in a single center that is resistant to the pressures of military surgeon deployments. Developed in reclaimed space, the center provides care to one of the most rapidly growing joint bases in the region with the third largest work force of any Army installation in the United States. The Hand Surgery Center, opened in 2012, rapidly becoming the most productive department at KACC with annual productivity valued at \$500K for outpatient hand surgery clinic visits and \$900K for ambulatory upper extremity surgery, while receiving exceptional patient satisfaction ratings and most importantly, enhancing the readiness of the force. The Hand Center's Occupational Therapy department consistently generates the 3rd highest revenue, \$265K annually, per practicing Full-time Equivalent of all Medical Command occupational therapy clinics. Furthermore, this service results in recapture of approximately three work hours per patient visit as these patients previously would have to travel to Walter Reed National Military Medical Center to be evaluated and treated. Total estimated recaptured work hours since 2012 exceeds 900,000 hours which also had a profound impact on readiness. Grade LName was a key figure in curricular reform at the Uniformed Services University School of Medicine, serving as a member of the Advisory Panel that oversaw the entire process. Since the initial class began in the new curriculum in 2012, he/she, along with the clerkship directors, have coordinated and championed continued curricular advances in the core clerkships. Grade LName was instrumental in standardizing clerkship evaluations and assessments across the multiple specialties and in the development of a common clinical passport that could be used by students throughout the clerkship year. These efforts were a large component of the School of Medicine's success on their recent Liaison Committee on Medical Education reaccreditation visit. Grade LName regularly teaches hand and upper extremity anatomy to the first-year medical students. He/She is also a sought after speaker and facilitator for the Medical Ethics course across the Department of Defense. Most importantly, as



the Assistant Dean for Clinical Sciences, she has been responsible for the professional identity formation and clinical education of almost 700 tri-service medical students. She meets personally with 300 students a year to help them plan their final year of medical education that will not only broaden their medical knowledge and clinical skills, but also position them well as they apply for Graduate Medical Education (GME) in their desired specialty. Her dedication, guidance, and intervention have resulted in the highest national board scores of and GME match rates in USU history. Grade LName is enthusiastic and tireless in mentoring medical students in clinical research and bringing other junior faculty in to his/her effort. Since 2012, over 300 students in the School of Medicine have pursued and successfully completed Capstone projects. In addition, he/she mentored one of our Doctorate of Medicine and Philosophy students through the successful defense of her dissertation on severe upper limb injury in the military. She is an outstanding role model for young women interested in a career in medicine and specifically a surgical career. She regularly participates in programs that recruit women into the surgical specialties in which they have been historically underrepresented. To honor these efforts, the USU Surgical Associates placed an Endowment in her name at the Henry M. Jackson Foundation to support Surgical Capstone Projects. Despite heavy clinical and administrative responsibilities, Grade LName has embraced the importance of the development and dissemination of new medical knowledge, becoming an accomplished researcher, author, and widely sought speaker. She has overseen multiple research grants in excess of \$10M over her tenure and continues to participate as Principal Investigator and Associate Investigator on research projects important to military medicine, including several related to peripheral nerve injury, upper extremity amputee care, and osteomyelitis. Mindful of the need to develop future leaders in these areas, she includes student investigators on every project and has mentored numerous students to publish in peer-reviewed journals and present their work at regional and national meetings. He/She has 30 invited extramural presentations at regional, national, and international meetings, and an additional 30 podium presentations at national specialty society meetings. He/She has authored or co-authored 17 peer reviewed publications and four book chapters. Perhaps most importantly, Grade LName has mentored 22 residents and 25 medical students on their research projects, resulting in national presentations and publications for these trainees. Several have gone on to very successful clinical research careers within the Military Health System. In summary, Grade LName has devoted a significant portion of his/her 24-year (Branch) career to both undergraduate and graduate medical education and the Uniformed Services University. He/She is a tireless advocate, leader, and clinician as well as a master communicator who utilizes his/her extensive skill set to ensure that she exceeds all expectations, not resting until the goals are reached. He/She is the consummate Naval officer whose leadership, experience, and dedication has ensured that USU can accomplish its mission of "Learning to Care for Those in Harm's Way". He/She represented the University on the joint partnership initiative between USU and the Medical Education and Training Campus (METC) to develop an academic affiliation for providing degree-granting opportunities to METC graduates as well as fostering important institutional relationships. Grade LName worked closely with representatives of Health Resources and Services Administration, Bureau of Medicine and Dentistry, Pentagon staffs, and White House Fellows, on an initiative to create employment opportunities that capitalize on the specialized skills and experiences of transitioning military personnel into the civilian health system. He/she served on several University Senior Leader Five-Year Review Committee and two consecutive search committees for the selection of the BDE CO. He/she served as the executive assistant to Chair, Search Committee for the Vice



President of External Affairs, and was directly responsible for the planning and coordination of the meetings reviewing 13 potential applicants' curriculum vitae, and preparing the recommendation letter for the President of the University for his final-selection. Having a keen understanding of leadership and the University's mission and vision, he/she was selected along with other esteemed leaders to serve on the search committee charged with identifying the top three candidates to succeed the President of USU. He/she was selected to serve on the Academic Health Systems Working Group. Directed by the (ASDHA), the National Capital Region Academic Health System Oversight Group provides oversight for the coordination and integration of health sciences education programs and practices associated with USU and the DHA healthcare delivery system consisting of the Walter Reed National Military Medical Center, Fort Belvoir Community Hospital, and Joint Pathology Center. Grade LName embodies esprit de corps, diversity and inclusivity. He/she led the BDE in the planning and execution of four separate annual cultural and organizational-day events. At each event, the entire University population, their families, and friends experienced and shared in countless cultural and ethnic activities. Furthermore, his/her coordination with the USO-Metro helped to provide entertainment services and 250 Back-to-School Backpacks for the children of junior enlisted Service members. Committed to building alliances and partnerships between USU and other DoD and local agencies, he/she created a leadership framework that allowed for Mentors to be available to all enlisted members and officers. On numerous occasions, he/she sponsored senior enlisted leaders and other leaders to visit the University and partake in leadership development sessions. The list of invitees included: CG, U.S. Marine Corps Recruiting Command and his Senior Enlisted Leaders; Fleet Surgeon, US Fleet Forces Command; Senior Enlisted Advisor OSD P&R; White House Military Office, Senior Enlisted Advisor; Joint Chiefs of Staff, Service Surgeon General; Northern Regional Medical Command; Director DITRA; and Director DHA. Grade LNAME exemplary leadership, confidence, and unwavering dedication to mission success proved paramount to the unparalleled achievements and accomplishments of the entire institution. The distinctive accomplishments of (Grade and Last Name) culminated a ("long and" – if member has 30 or more years of service) distinguished career in the service of (his or her) country and reflect great credit upon (himself or herself), the United States (Military Service), and the Department of Defense.

Citation: 1" margins, left justification, Times Roman 14, contain no acronyms, and be no more than 16 lines. Mandatory use of formatted opening/closing lines.

***Citation***  
**TO ACCOMPANY THE AWARD OF THE**  
**DEFENSE SUPERIOR SERVICE MEDAL**  
**TO**  
**(GRADE)**  
**(FNAME MI. LNAME)**  
**(SPELLED-OUT MSC, MC, VC, ETC.)**  
**UNITED STATES (MILITARY SERVICE)**

Grade FName MI. LName, United States (Military Service), distinguished (himself or herself) by superior meritorious service in a position of significant responsibility as (position and duty assignment), from (month year) to (month year). Grade LName worked directly with the leadership at Kimbrough Ambulatory Care Center, Fort George G. Meade to create the Kimbrough Ambulatory Care Center Hand Surgery Center valued at \$900K with a work hour recapture of 900,000 hours. He/She was key in curriculum reform for the School of Medicine educating 700 tri-service medical students, while overseeing research grants in excess of \$10M on research projects, including several related to peripheral nerve injury, upper extremity amputee care, and osteomyelitis. The distinctive accomplishments of (Grade and Last Name) culminated a ("long and" – if member has 30 or more years of service) distinguished career in the service of (his or her) country and reflect great credit upon (himself or herself), the United States (Military Service), and the Department of Defense.

## **DMSM NARRATIVE/CITATION GUIDELINE**

For USU personnel, eligibility includes the following: must have interagency impact within the DoD, i.e. while assigned to USU made major impacts within NICoE, DICOE, OSD, WHS, TMA, MHS; displayed exceptional leadership within the command or its functions, i.e. leadership position within the University (command or program), leadership position in field operations, i.e. JOINTEX, Antietam Road March, CMS, etc.; provided major impact to medical community within the MHS, i.e. authored books, articles, journals, research, grant approvals, etc.; major supporter of University events/functions/duties, i.e. CFC, Color Guard, ASF, committees, event coordinating, etc.; significant academic impact on curriculum.

### **Opening sentence:**

Major Anthony J. Davis, United States Air Force, distinguished himself by outstanding meritorious service as (duty assignment and office), Uniformed Services University (USU), from (month year) to (month year) (must match the recommendation sheet and the citation). Major Jones (achievement).

### **Narrative description:**

During this period, the outstanding professional skill, leadership and ceaseless efforts of Major Davis resulted in major contributions to the effectiveness and success of various nationally critical programs. The award must be specific, factual, and provide concrete examples of exactly what the person did, how well he or she did it, what the impact or benefits were to the DoD, and how he or she significantly exceeded expected duty performance. Minimize superlatives.

### **Closing sentence:**

#### **EOT Award/ Impact**

The distinctive accomplishments of Major Davis reflect great credit upon himself, the United States Air Force, and the Department of Defense.

#### **Retirement Award**

The distinctive accomplishments of Major Davis culminated a ("long and" – for members with more than 30 years of service) distinguished career in the service of his country and reflect great credit upon himself, the United States Air Force, and the Department of Defense.

#### **Separation Award**

The distinctive accomplishments of Major Davis while serving his country reflect great credit upon himself, the United States Air Force, and the Department of Defense.

### USU DMSM RECOMMENDATION SHEET

1. Name (Last, First, MI):		2. Grade/Rank:		3. DODIDN (on back of CAC)		4. DESIG/NEC/MOS:	
5. Branch:		6. Leave Start/Last Date:		7. Retirement/Separation (Number of Years):		8. Duty Title:	
9. Department:				10. Reason for Award:  Retirement <input type="checkbox"/> PCS <input type="checkbox"/> Separation <input type="checkbox"/> Impact			
11. Recommended Award:  DSSM <input checked="" type="checkbox"/> DMSM <input type="checkbox"/> JSCM JSAM <input type="checkbox"/> MOVSM <input type="checkbox"/> LOC Service AM, CM, MSM, LOM				12. PCS Unit Mailing Address: (Home address for retirement/separation):			
14. Submitted for:  Meritorious <input type="checkbox"/> Heroism <input checked="" type="checkbox"/> Outstanding Achievement				13. Awards Received While at USU (must include copies):			
16. USU Dates of Service: DD MONTH YYYY to DD MONTH YYYY				15. Adverse Actions:  Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown  If Yes, for what reason:			
18. Attachments: Narrative Citation Supporting Documents (if applicable)				17. Date of Presentation and Method:			
20. By signing below, I certify that no other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein.				19. Other Personal Being Recommended for Same Action:			
21. Submitted by:				22. Phone:		23. Signature:	
24. Submit Award to:  MPO Website: <a href="https://sites.google.com/usuhs.edu/brigade/milpo/awards">https://sites.google.com/usuhs.edu/brigade/milpo/awards</a>				25. Approval Authority: BRIGADE COMMANDER, USU (JSAM/MOVSM) PRESIDENT, USU (FLOC/JSCM/DMSM) DEFENSE HEALTH AFFAIRS (DDSM/DSSM) SERVICE SPECIFIC COMMANDS (AM, CM, MSM or LOM)			
26. Grade/Title/Name of Depart Head:				27. Signature of Department Head:		28. Date:	

Note: Award recommendation will be returned without action if not submitted via the MPO website and/or if Blocks 23 and 27 are not signed.



***Instructions: 1" margins, left justified, Times Roman 12, no more than 2 single-spaced pages. The narrative should be specific and factual (provide numbers, quantifiable evidence, dollar amounts, etc., giving concrete examples of exactly what the Service member did, how it was done, what impact, benefit, or results were realized, and why or how such impact, benefit, or results significantly exceeded superior performance of duty. An example of a narrative is below.***

### **NARRATIVE EXAMPLE**

Grade FName MI. LName, United States (Military Service), distinguished himself/herself by outstanding meritorious service as Adjunct Associate Professor of Medicine, Department of Medicine, Uniformed Services University (USU), and from May 2003 (month year) to May 2017 (month year) must match the recommendation sheet and the citation. During this period, Grade LName dedication, steadfast commitment, and innumerable contributions to the University were truly extraordinary. As an outstanding clinician-educator, Grade LName dramatically enhanced the quality of internal medicine education for medical students, internal medicine residents, internal medicine faculty, and United States healthcare providers and academic leaders. He/She was an invaluable faculty member contributing to medical student and internal medicine resident education at Walter Reed National Military Medical Center (WRNMMC). During OPERATION IRAQI FREEDOM (OIF) and OPERATION ENDURING FREEDOM (OEF), helping to ensure achievement of critical patient care duties in procedural skills and perioperative management during a 30% reduction in faculty due to deployments. He/She proactively facilitated leadership development among Advanced Cardiac Life Support training teams at WRAMC, capturing those with instructor potential during the course, and integrating resident trainees into leadership positions. She personally trained 600 healthcare personnel in lifesaving techniques. He/She was a key contributor who revised and developed curricula in clinical reasoning for a core medical school course for 170 medical students annually. He/She updated the content for 29 small group teaching sessions, aligned curricular and School of Medicine goals, and implemented new curricula on diagnostic errors that addressed key findings in an Institute of Medicine national report. Each year, he/she devoted 100 hours in direct personal teaching time to more than 50 students across four different courses involving medical interviewing, physical examination, developing clinical reasoning, and ethics. In so doing, he/she positively impacted more than 700 USU medical student graduates during his/her tenure. Given his/her expertise and leadership ability, he/she was handpicked to be among a select group of 30 faculty to teach in a 14 month, longitudinal curriculum of clinical skills development, and consistently performed in the top five of the 30 faculty members. His/Her teaching contributions were critical to the success of the F. Edward Hébert School of Medicine curriculum revision effort in 2011 and his/her personal sacrifice and commitment to cover numerous core teaching activities helped to prevent the failure of a core training mission. Grade LName provided outstanding leadership and mentorship for trainees, faculty, and fellow tri-service medical corps officers. He/She served as the United States Air Force Academy (USAFA) Liaison officer, interfacing with five local areas high schools and universities and more than 200 Academy and potential USU candidates. In 2015, he/she was named to USAFA Endowment Board as a founding member. During OIF and OEF, he/she led more than 200 hours of community service devoted to creating "care packages" to support airmen in theater and for wounded warriors upon return. He/She was instrumental in developing and implementing a curriculum in leadership at USU and Johns Hopkins University

School of Medicine, and sought input from a three-star flag officer to enhance the scope of the program. Since implementing the leadership program in 2013, he/she has trained more than 800 medical students and physicians nationally. In 2013, he/she created a monthly leadership training series for 30 medical students on behalf of the American Medical Women's Association. In 2013, he/she conceived, developed, and deployed a 12 month, national leadership training program, Leadership Education and Development (LEAD), on behalf of the Society for General Internal Medicine, the national medical society of 3,000 physicians who are the primary internal medicine faculty of every medical school and major teaching hospital in the United States. The LEAD program competitively selects early career, internal medicine academic scholars from throughout the United States and in the first four years under his/her guidance, LEAD has trained 50 national faculty. Grade LName is a recognized leader locally, regionally, and nationally. He/She was promoted to Adjunct Associate Professor of Medicine at USU in 2015. Since 2008, he/she served the 1,900 member ACP Maryland Chapter as a Counselor, Medical Student Committee Advisor, Women in Medicine committee member, and as a key planning member for the annual medical student Steps to Success meeting. The Steps to Success meeting annually drew more than 200 mid-Atlantic region medical students, including USU and Health Professions Scholarship Program students. He/she provided mentorship and presentations on residency training applications, leadership skills, and scholarship. For ten years, he/she has served as a scientific abstract reviewer and judge for the regional and national meetings of Society for General Internal Medicine (SGIM), and as the editor for the ACLGIM Leadership Forum. In 2015, he/she was elected President-Elect of the 850 member SGIM Mid-Atlantic region, as well as to a Councilor position for the 3,200 member national SGIM, for which he/she serves on committees addressing Women in Medicine and Early Career Development. In addition to his/her annual LEAD course activities, during his/her tenure he/she had 21 local or regional presentations and 18 national presentations. These included abstracts, workshops, two invited Grand Rounds presentations on topics addressing cultural competence, health disparities, leadership, and common patient care problems. Through these presentations, he/she positively impacted 800 national medical education leaders and practicing physicians. He/she has had six peer reviewed publications and three book chapters. His/her presentations have been critical to helping Civilian academic physicians understand the role of the military physician, and his/her work has included publishing a primer on women Soldier's reproductive health needs and presenting in a national leadership forum on lessons learned in the context of an Air Force deployment, medical education, and patient care. Grade LName leadership and embodiment of Air Force core values distinguished his/her as one of the best and brightest representatives of military academic medicine. The distinctive accomplishments of Grade and LName reflect great credit upon (himself or herself), the United States (Military Service), and the Department of Defense.



Citation: 1" margins, left justification, Times Roman 14, contain no acronyms, and be no more than 16 lines. Mandatory use of formatted opening/closing lines.

***Citation***  
**TO ACCOMPANY THE AWARD OF THE**  
**DEFENSE MERITORIOUS SERVICE**  
**MEDAL**

**TO**

**(GRADE)**  
**(FNAME MI. LNAME)**  
**(SPELLED-OUT MSC, MC, VC, ETC.)**  
**UNITED STATES (MILITARY SERVICE)**

(Grade FName MI. LName), United States (Military Service) distinguished (himself/herself) by outstanding meritorious service as (position and duty assignment) at the Uniformed Services University of the Health Sciences, from (Month YYYY) to (Month YYYY). (Grade LName) (Accomplishments). The distinctive accomplishments of (Grade LName) reflect great credit upon (himself/herself), the United States (Military Service), and the Department of Defense.

**\*\* (16 MAX LINES)**

**\*\* NO Abbreviations in the citation**



## **JSCM NARRATIVE/CITATION GUIDELINE**

For USU personnel, eligibility includes the following: displayed support within the command or its functions, i.e. collateral position within the University (command or program), position in field operations, i.e. JOINTEX, Antietam Road March, CMS, etc.; supporter of University events/functions/duties, i.e. CFC, Color Guard, ASF, committees, event coordinating, etc.

### **Opening sentence:**

Lieutenant Commander Andrea J. Davis, United States (Military Service), Medical Corps, distinguished herself by meritorious service as (position and duty assignment), Uniformed Services University (USU), from (month year) to (month year) (must match the recommendation sheet and the citation).

### **Narrative description:**

During this period, Commander Davis' outstanding professional skill, knowledge, and leadership aided immeasurably in identifying problem areas in the field of (insert field) and in developing and implementing research projects capable of solving these problems. The award must be specific, factual, and provide concrete examples of exactly what the person did, how well he or she did it, what the impact or benefits were to the DoD, and how he or she significantly exceeded expected duty performance. Minimize superlatives.

### **Closing sentence:**

#### **EOT Award/ Impact**

The distinctive accomplishments of Commander Davis reflect great credit upon herself, the United States (Military Service), and the Department of Defense.

#### **Retirement Award**

With more than 30 years of service) distinguished career in the service of her country and reflect great credit upon herself, the United States (Military Service), and the Department of Defense.

#### **Separation Award**

Credit upon herself, the United States (Military Service), and the Department of Defense.

### USU JSCM RECOMMENDATION SHEET

1. Name (Last, First, MI):	2. Grade/Rank:	3. DODIDN (on back of CAC)	4. DESIG/NEC/MOS:
5. Branch:	6. Leave Start/Last Date:	7. Retirement/Separation (Number of Years):	8. Duty Title:
9. Department:		10. Reason for Award:  Retirement <input type="checkbox"/> PCS <input type="checkbox"/> Separation <input type="checkbox"/> Impact	
11. Recommended Award:  DSSM <input type="checkbox"/> DMSM <input checked="" type="checkbox"/> JSCM JSAM <input type="checkbox"/> MOVSM <input type="checkbox"/> LOC Service AM, CM, MSM, LOM		12. PCS Unit Mailing Address: (Home address for retirement/separation):	
		13. Awards Received While at USU (must include copies):	
14. Submitted for:  Meritorious <input type="checkbox"/> Heroism <input checked="" type="checkbox"/> Outstanding Achievement		15. Adverse Actions:  Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown  If Yes, for what reason:	
16. USU Dates of Service: DD MONTH YYYY to DD MONTH YYYY		17. Date of Presentation and Method:	
18. Attachments: Narrative Citation Supporting Documents (if applicable)		19. Other Personal Being Recommended for Same Action:	
20. By signing below, I certify that no other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein.			
21. Submitted by:		22. Phone:	23. Signature:
24. Submit Award to:  MPO Website: <a href="https://sites.google.com/usuhs.edu/brigade/milpo/awards">https://sites.google.com/usuhs.edu/brigade/milpo/awards</a>		25. Approval Authority: BRIGADE COMMANDER, USU (JSAM/MOVSM) PRESIDENT, USU (FLOC/JSCM/DMSM) DEFENSE HEALTH AFFAIRS (DDSM/DSSM) SERVICE SPECIFIC COMMANDS (AM, CM, MSM or LOM)	
26. Grade/Title/Name of Depart Head:		27. Signature of Department Head:	28. Date:

Note: Award recommendation will be returned without action if not submitted via the MPO website and/or if Blocks 23 and 27 are not signed

***Instructions: 1" margins, left justified, Times Roman 12, no more than 1 single-spaced page. The narrative should be specific and factual (provide numbers, quantifiable evidence, dollar amounts, etc., giving concrete examples of exactly what the Service member did, how it was done, what impact, benefit, or results were realized, and why or how such impact, benefit, or results significantly exceeded superior performance of duty. An example of a narrative is below.***

### **NARRATIVE EXAMPLE**

Grade FName MI. LName, United States (Military Service), distinguished (himself/herself) by meritorious service as Medical Technician, University Family Health Center, Uniformed Services University (USU), and from May 2014 (month year) to May 2017 (month year) must match the recommendation sheet and the citation. During this period, he/she aided, supported, and assisted with daily operations of 29 providers servicing approximately 2,600 beneficiaries with 6,000 annual encounters. Grade LName closely monitored and ordered clinical resources with Defense Medical Logistics Standard Support. While as the assistant clinic resource manager, he/she was responsible for the inventory, management and restocking of supplies valued at \$15K. Grade LName monitored vital clinical programs; which he/she was in charge of clinical safety procedures and maintaining standard operating procedures with Walter Reed National Military Medical Center. Grade LName created and monitored a daily room checklist maintaining a 100% storage of supplies in patient exam rooms. Grade LName authored four new Standard Operating Procedures. This included Biohazard discord and newly acquired equipment consisting of a Cryotherapy Pen Machine, Bilirubin meter, and an Ambulatory Blood Pressure machine. The new equipment also required an in-service and training session for the clinic staff. Grade LName provided 12 hours of simulation patient care during "Operation Gunpowder" field practicum. He/she monitored 200 students and staff members during the trauma assessment validation exercise with zero injuries, which resulted in 100% pass rate. Grade LName supported the USU annual influenza campaign for 2015-2017 by storing, administering, and tracking \$150K worth of vaccines. He/she assisted the Family clinic administration for 3,000 annual immunizations, ensuring that 90% of the University was in compliance with the influenza immunization by the middle of December of each year. Grade LName played a critical role in multiple Medical Field Practicums (Operation Bushmaster). He/she provided instruction during the Point of Injury training lanes of 270 students, maintaining sustainment of 100% for FY14 and FY16. He/she instructed 270 students in Tactical Combat Casualty Care enhancing student field medicine skills in the Antietam National Battlefield March 2016 with a pass rate of 100% with zero injuries; while Grade LName provided medical coverage for students, faculty, and staff members. Grade LName is active member within his community. He/she provided 38 off duty hours at the Frederick Community Gardens providing grounds beautification and landscaping. The distinctive accomplishments of (Grade LName) reflect great credit upon (himself/ herself), the United States (Military Service), and the Department of Defense.

Citation: 1" margins, left justification, Times Roman 14, contain no acronyms, and be no more than 16 lines. Mandatory use of formatted opening/closing lines.



*Citation*  
TO ACCOMPANY THE AWARD OF THE  
JOINT SERVICE COMMENDATION  
MEDAL

TO

(GRADE)  
(FNAME MI. LNAME)  
(SPELLED-OUT MSC, MC, VC, ETC.)  
UNITED STATES (MILITARY SERVICE)

(Grade FName MI LName), United States (Military Service)  
distinguished (himself/herself) by meritorious service as (position and  
duty assignment) at the Uniformed Services University of the Health  
Sciences, from (Month YYYY) to (Month YYYY). (Grade LName)  
(Accomplishments). The distinctive accomplishments of (Grade LName)  
reflect credit upon (himself/herself), the United States (Military  
Service), and the Department of Defense.

\*\* (16 MAX LINES)

\*\* NO Abbreviations in the citation

## **JSAM NARRATIVE/CITATION GUIDELINE**

### **Opening sentence:**

Staff Sergeant Anthony J. Davis, United States (Military Service), distinguished himself by meritorious achievement as (position and duty assignment), Uniformed Services University (USU), from (month year) to (month year) (must match the recommendation sheet and the citation).

### **Narrative description:**

Staff Sergeant Davis demonstrated outstanding professional skill, knowledge, inter-service leadership in organizing, developing, and reforming the administrative requirements for the Department of Defense Variable Housing Allowance Study Group. The award must be specific, factual, and provide concrete examples of exactly what the person did, how well he or she did it, what the impact or benefits were to the DoD, and how he or she significantly exceeded expected duty performance. Minimize superlatives. For a single act on a specific date use “on Month Day, Year.”

### **Closing sentence:**

#### **EOT Award/ Impact**

The distinctive accomplishments of Staff Sergeant Davis reflect credit upon himself, the United States (Military Service), and the Department of Defense.

#### **Retirement Award**

The distinctive accomplishments of Staff Sergeant Davis culminated a (“long and” – for members with more than 30 years of service) distinguished career in the service of his country and reflect great credit upon himself, the United States (Military Service) and the Department of Defense.

#### **Separation Award**

The distinctive accomplishments of Staff Sergeant Davis while serving his country reflect great credit upon himself, the United States (Military Service), and the Department of Defense.

**USU JSAM RECOMMENDATION SHEET**

1. Name (Last, First, MI):	2. Grade/Rank:	3. DODIDN (on back of CAC)	4. DESIG/NEC/MOS:
5. Branch:	6. Leave Start/Last Date:	7. Retirement/Separation (Number of Years):	8. Duty Title:
9. Department:		10. Reason for Award:  Retirement <input type="checkbox"/> PCS <input type="checkbox"/> Separation <input type="checkbox"/> Impact	
11. Recommended Award:  DSSM <input type="checkbox"/> DMSM <input type="checkbox"/> JSCM <input checked="" type="checkbox"/> JSAM <input type="checkbox"/> MOVSM <input type="checkbox"/> LOC Service AM, CM, MSM, LOM		12. PCS Unit Mailing Address: (Home address for retirement/separation):	
		13. Awards Received While at USU (must include copies):	
14. Submitted for:  Meritorious <input type="checkbox"/> Heroism <input checked="" type="checkbox"/> Outstanding Achievement		15. Adverse Actions:  Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown  If Yes, for what reason:	
16. USU Dates of Service: DD MONTH YYYY to DD MONTH YYYY		17. Date of Presentation and Method:	
18. Attachments: Narrative Citation Supporting Documents (if applicable)		19. Other Personal Being Recommended for Same Action:	
20. By signing below, I certify that no other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein.			
21. Submitted by:		22. Phone:	23. Signature:
24. Submit Award to:  MPO Website: <a href="https://sites.google.com/usuhs.edu/brigade/milpo/awards">https://sites.google.com/usuhs.edu/brigade/milpo/awards</a>		25. Approval Authority: BRIGADE COMMANDER, USU (JSAM/MOVSM) PRESIDENT, USU (FLOC/JSCM/DMSM) DEFENSE HEALTH AFFAIRS (DDSM/DSSM) SERVICE SPECIFIC COMMANDS (AM, CM, MSM or LOM)	
26. Rank/Title/Name of Depart Head:		27. Signature of Department Head:	28. Date:

Note: Award recommendation will be returned without action if not submitted via the MPO website and/or if Blocks 23 and 27 are not signed.



***Instructions: 1" margins, left justified, Times Roman 12, no more than 1 page. The narrative should be specific and factual, provide numbers, quantifiable evidence, dollar amounts, etc., giving concrete examples of exactly what the Service member did, how it was done, what impact, benefit, or results were realized, and why or how such impact, benefit, or results significantly exceeded superior performance of duty. An example of a narrative is below.***

#### **NARRATIVE EXAMPLE**

Grade FName MI. LName, United States (Military Service), distinguished (himself/herself) by meritorious service as Medical Technician, University Family Health Center, Uniformed Services University (USU), and from May 2014 (month year) to May 2017 (month year) must match the recommendation sheet and the citation. During this period, he/she aided, supported, and assisted with daily operations of 29 providers servicing approximately 2,600 beneficiaries with 6,000 annual encounters. Grade LName closely monitored and ordered clinical resources with Defense Medical Logistics Standard Support. While as the assistant clinic resource manager, he/she was responsible for the inventory, management and restocking of supplies valued at \$15K. Grade LName monitored vital clinical programs; which he/she was in charge of clinical safety procedures and maintaining standard operating procedures with Walter Reed National Military Medical Center. Grade LName created and monitored a daily room checklist maintaining a 100% storage of supplies in patient exam rooms. Grade LName authored four new Standard Operating Procedures. This included Biohazard discord and newly acquired equipment consisting of a Cryotherapy Pen Machine, Bilirubin meter, and an Ambulatory Blood Pressure machine. The new equipment also required an in-service and training session for the clinic staff. Grade LName provided 12 hours of simulation patient care during "Operation Gunpowder" field practicum. He/she monitored 200 students and staff members during the trauma assessment validation exercise with zero injuries, which resulted in 100% pass rate. Grade LName supported the USU annual influenza campaign for 2015-2017 by storing, administering, and tracking \$150K worth of vaccines. He/she assisted the Family clinic administration for 3,000 annual immunizations, ensuring that 90% of the University was in compliance with the influenza immunization by the middle of December of each year. Grade LName played a critical role in multiple Medical Field Practicums (Operation Bushmaster). He/she provided instruction during the Point of Injury training lanes of 270 students, maintaining sustainment of 100% for FY14 and FY16. He/she instructed 270 students in Tactical Combat Casualty Care enhancing student field medicine skills in the Antietam National Battlefield March 2016 with a pass rate of 100% with zero injuries; while Grade LName provided medical coverage for students, faculty, and staff members. Grade LName is active member within his community. He/she provided 38 off duty hours at the Frederick Community Gardens providing grounds beautification and landscaping. The distinctive accomplishments of Grade LName reflected great credit upon himself/herself, the United States (Military Service), and the Department of Defense.

Citation: 1" margins, left justification, Times Roman 14, contain no acronyms, and be no more than 16 lines. Mandatory use of formatted opening/closing lines.

*Citation*  
TO ACCOMPANY THE AWARD OF THE  
JOINT SERVICE ACHIEVEMENT  
MEDAL

TO  
(GRADE)  
(FNAME MI. LNAME)  
(SPELLED-OUT MSC, MC, VC, ETC.) UNITED STATES  
(MILITARY SERVICE)

(Grade FName MI LName), United States (Military Service)  
distinguished (himself/herself) by meritorious service as (position and  
duty assignment) at the Uniformed Services University of the Health  
Sciences, from (Month YYYY) to (Month YYYY). (Grade LName)  
(Accomplishments). The distinctive accomplishments of (Grade LName)  
reflect credit upon (himself/herself), the United States (Military  
Service), and the Department of Defense.

\*\* (16 MAX LINES)

\*\* NO Abbreviations in the citation

**USU MOVSM RECOMMENDATION SHEET**

1. Name (Last, First, MI):	2. Grade/Rank:	3. DODIDN (on back of CAC)	4. DESIG/NEC/MOS:
5. Branch:	6. Leave Start Date:	7. Retirement/Separation (Number of Years):	8. Duty Title:
9. Department:		10. Reason for Award:  Retirement <input type="checkbox"/> PCS <input type="checkbox"/> Separation <input type="checkbox"/> Impact	
11. Recommended Award:  DSSM <input type="checkbox"/> DMSM <input type="checkbox"/> JSCM JSAM <input checked="" type="checkbox"/> MOVSM <input type="checkbox"/> LOC Service AM, CM, MSM, LOM		12. PCS Unit Mailing Address: (Home address for retirement/separation):	
		13. Awards Received While at USU (must include copies):	
14. Submitted for:  Meritorious <input type="checkbox"/> Heroism <input checked="" type="checkbox"/> Outstanding Achievement		15. Adverse Actions:  Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown  If Yes, for what reason:	
16. USU Dates of Service: DD MONTH YYYY to DD MONTH YYYY		17. Date of Presentation and Method:	
18. Attachments: Narrative Citation Supporting Documents (if applicable)		19. Other Personal Being Recommended for Same Action:	
20. By signing below, I certify that no other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein.			
21. Submitted by:		22. Phone:	23. Signature:
24. Submit Award to:  MPO Website: <a href="https://sites.google.com/usuhs.edu/brigade/milpo/awards">https://sites.google.com/usuhs.edu/brigade/milpo/awards</a>		25. Approval Authority: BRIGADE COMMANDER, USU (JSAM/MOVSM) PRESIDENT, USU (FLOC/JSCM/DMSM) DEFENSE HEALTH AFFAIRS (DDSM/DSSM) SERVICE SPECIFIC COMMANDS (AM, CM, MSM or LOM)	
26. Grade/Title/Name of Depart Head:		27. Signature of Department Head:	28. Date:

Note: Award recommendation will be returned without action if not submitted via the MPO website and/or if Blocks 23 and 27 are not signed.



**NO CITATION IS REQUIRED FOR THIS AWARD AND THERE IS NO CERTIFICATE.**  
**Military Outstanding Volunteer Service Medal**

1. Nominee: Lname, Fname MI. Grade: HM1 Unit: Uniformed Services University (USU),  
Bethesda, MD 20814-4799 Branch: MC SSN: XXX-XX-1234

2. Period for which Nominated: DD Month YYYY through DD Month YYYY (should match the recommendation sheet).

3. Description of Community Service: See MPO SOP for DoD Joint Decorations and Awards, paragraph 11. (MUST include substantiating documentation, such as hours contributed, letters or certificates from activity supervisors, or other proof of the volunteer services.)

a. Community Activity Name, Address, Phone, Point of Contact. Skytopian Umbrella Title I Community Development Center, Inc., Savannah, GA, 26552-4886, (418) 362- 5125, Gregory Rogers, President & Co-Founder, [gregory.rogers@gmail.com](mailto:gregory.rogers@gmail.com)

b. Brief Description of Mission and Population Served. Skytopian Umbrella consists of three sub-sector programs that empower and serve urban and rural communities in America and around the world. We provide employment, educational, recreational, and a natural healthy environment for all people in these areas of society. Urban communities across the United States are more culturally diverse now than any other time in history. There are cultural, heritage, and values that needs to be implemented in our communities that will lead productive lives and build vibrant communities across the nation.

c. Period of Service. DD Month YYYY through DD Month YYYY.

d. Brief Description of Service Rendered. Service member is a proven professional with an impeccable record of sustained superior performance in volunteerism. He/she communicates and acts with confidence at all levels of leadership. The example he/she sets and maintains in his community is nothing short of flawless. His/her volunteer efforts have affected the lives of the homeless veteran population, orphan children, and at-risk youth. His/her service resulted in employment, clothing, food, and valuable educational development techniques. He/she has my full trust and confidence that he will be an outstanding representative for this award.

4. Total Hours of Community Service for this Period: 200 Hours.

5. Supervisor: Lname, Fname MI., Grade, Branch, Duty Title

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

6. Recommender's Comments:

Service members is a dedicated Sailor who has given of his time, skills and energy for the good of the community over the past three years. His/her sustained impact on the community is reflected in the number of people that he/she served, as well as the military and civilian communities reached. The community service of service member reflect favorably on (Branch) and the Department of Defense.

**7. Commander's Certification:**

Service member performed outstanding volunteer service to the community in a sustained, direct, and consequential manner and is recommended for the MOVSM. His/Her service throughout this period is honorable.

Last Name, First Name, Middle Initial, Grade, Service, Headquarters Company Commander

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**8. Awarding Authority:**

\_\_\_\_\_APPROVED \_\_\_\_\_DISAPPROVED

PATRICK. A. DONAHUE  
COL, MS, USA  
Brigade Commander



**UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES**

4301 JONES BRIDGE ROAD  
BETHESDA, MARYLAND 20814-4799  
[www.usuhs.edu](http://www.usuhs.edu)



MEMORANDUM FOR RECORD

1 December 2021

SUBJECT: LETTER OF LATENESS (EXAMPLE)

CAPT Jack N. Smith's DSSM is late to WHS via CATMS due to the award being submitted to the Military Personnel Office (MPO) late.

If you have any questions or concerns, please contact the undersigned at 301-295-3423 or by email at [carlos.cervantes@usuhs.edu](mailto:carlos.cervantes@usuhs.edu).

DEPARTMENT CHAIR  
COL, MC  
Department Chair

USU Instruction 1347