

**MEMORANDUM OF AGREEMENT**  
**BETWEEN**  
**THE JOINT FORCES STAFF COLLEGE**  
**NORFOLK, VIRGINIA**  
**AND**  
**CENTRAL MICHIGAN UNIVERSITY**  
**MOUNT PLEASANT, MICHIGAN**

**ARTICLE I**

This Memorandum of Agreement is made by and between THE JOINT FORCES STAFF COLLEGE, 7800 Hampton Boulevard, Norfolk, VA 23511-1702 (hereinafter referred to as JFSC) and CENTRAL MICHIGAN UNIVERSITY, College of Extended Learning, Mount Pleasant, MI 48859 (hereinafter referred to as CMU). The purpose of this agreement is to establish a cooperative program between the Joint Forces Staff College and the College of Extended Learning at Central Michigan University to establish an understanding regarding the use of JFSC facilities, services, and resources for the support of the Master of Science in Administration degree program to the Intermediate and Senior Joint and Combined Warfighting Schools (JCWS) and civilians in the surrounding community.

**ARTICLE II**

CMU undertakes to:

1. Provide qualified instructional, advising and administrative staff necessary to provide sequential graduate courses for a Master of Science in Administration degree program with concentrations in General Administration, Human Resources Administration, Leadership, and Public Administration at JFSC.
2. Appoint and designate a CMU representative to maintain continuing liaison with a representative designated by JFSC.
3. Maintain a complete and accurate record of all academic work completed or attempted through programs established under this agreement.
4. Comply with such rules and regulations regarding security, ingress, egress, safety, and sanitation as may be transmitted to CMU by the designated JFSC representative.
5. Accept six to nine hours of transfer credit depending on the JFSC core courses and electives

completed and the applicability to the MSA program concentration in which the student is enrolled. (It should be noted that JFSC does not assign grades. Instead students receive a “meets standards” which is equivalent to a “B” grade. Thus it should be understood that all JFSC graduates received a minimum of a “B” grade.)

### ARTICLE III

JFSC undertakes to:

1. Should CMU offer classes on-site at JFSC, JFSC will provide classroom space and audio-visual equipment sufficient for the educational programs of CMU at JFSC. Such facilities and equipment shall be provided to CMU at no cost and on a non-interference basis.
2. Designate a JFSC representative to maintain continuing liaison with the designated representative of CMU.
3. JFSC incurs no financial obligation for student materials, textbooks or course and administrative fees, which are the sole responsibility of each student.
4. Promote the program and to distribute promotional and informational materials provided by CMU. JFSC will provide CMU advertisement on their web site with a link to CMU and publicize that CMU is a participating school.
5. Allow CMU to attend orientations and set up a display booth at least three times per year.
6. Allow on-site courses to be open to the public if all of the seats are not filled by JFSC officers.

### ARTICLE IV

It is mutually understood that:

1. Educational programs will be conducted by CMU in conformity with academic requirements established and prescribed by CMU, its governing board and/or agencies of the State of Michigan having jurisdiction over all or part of the programs of CMU.
2. Participants will be required to take the designated courses as outlined in Attachments A, B, C or D for a specific concentration in the MSA degree.
3. After JCWS students graduate from JFSC, students who have been enrolled in the MSA program through CMU may continue their program to completion at any CMU site offering the MSA degree or via the CMU Distance/Distributed Learning center.
4. Neither party to this agreement shall discriminate against participants because of race, creed,

age, sex, or physical handicap. CMU, an AA/EO institution, is strongly and actively committed to increasing diversity within its community (see [www.cmich.edu/aaeo.html](http://www.cmich.edu/aaeo.html)). That any media produced by JFSC to promote or publicize CMU programs will contain the statement "CMU is an AA/EO institution." Promotional efforts by JFSC will emphasize this policy.

5. The 2003-2004 fee shall be as follows:

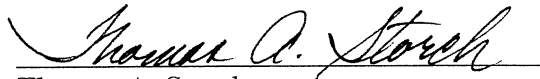
Tuition:	\$250 per credit hour
Application Fee:	\$50
Graduation Fee:	\$50

That the fee schedule is the responsibility of the CMU Board of Trustees, but that notice of any change in the fee structure shall be communicated to the designated JFSC representative not less than 90 days prior to the effective date of the change. Annual changes are typically effective on August 16.

6. A student's records and information concerning a student is confidential and that such records and information will be made available only to the student or to those expressly authorized in writing by the student.
7. CMU agrees to recommend a student to handle the logistics involved for each class, but JFSC will make the final decision.
8. CMU is solely responsible for all staffing and contractual arrangements for all classes.
9. This agreement is contingent upon the legality of such arrangements in the State of Virginia and is not to be construed in any way as giving rise to a contractual obligation of military funds to CMU.
10. CMU shall exercise reasonable care to prevent accidents, injury, or damage to employees, students and property. Both parties agree to indemnify and hold harmless each other, its agencies and instrumentalities against all suits, actions, claims, costs or demands for death, personal injury and property damage to which the other party, its agencies and instrumentalities might be subjected and/or held liable for damage arising or resulting from the fault, negligence, wrongful act, or omission of either institution, its employees, or agents in the performance of the required services of this agreement.
11. This agreement shall become effective July 1, 2003 to June 30, 2006. This agreement may be modified at any time by mutual written consent of both parties. This agreement may be terminated by either party by giving three (3) months advance written notice of the effective date of termination.
12. This agreement is not intended by the parties to constitute or create a joint venture, partnership or formal business organization of any kind. The rights, responsibilities and obligations of the parties are limited to those stated in this agreement.

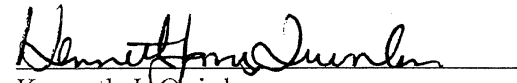
13. This agreement constitutes the entire agreement of the parties. All previous communication between the parties with reference to the subject matter of this agreement is hereby superseded.

CENTRAL MICHIGAN UNIVERSITY

  
Thomas A. Storch  
Executive Vice President/Provost

11 February 2004  
Date

JOINT FORCES STAFF COLLEGE

  
Kenneth J. Quinlan  
Major General, U.S. Army  
Commandant

11 FEB 2004  
Date

CENTRAL MICHIGAN UNIVERSITY  
GENERAL ADMINISTRATION CONCENTRATION ON  
MASTER OF SCIENCE IN ADMINISTRATION DEGREE

**I. Administration Core 15-21 hours**

Required Courses (9 hours):

MSA 600 (3) Administrative Research and Report Methods\*

MSA 634 (3) Managerial Accounting Concepts\* **OR**

MSA 635 (3) Financial Management\*

MSA 640 (3) Quantitative Applications in Administrative Decision Making\*

Other core courses (6-12 hours):

MSA 610 (3) Environments in Administration\*

MSA 620 (3) Effective Administration and Organizational Behavior\*\*

MSA 650 (3) Organization Theory: Strategy and Structure

MSA 660 (3) Marketing Administration\*

MSA 675 (3) Strategic Policy Administration\*

MSA 696 (3) Special Topics

\*Has prerequisites

\*\*Students cannot take both MSA 620 and PSY 535

**II. Concentration Areas 12-18 hours**

**General Administration Concentration**

**Statement of Purpose**

The General Administration Concentration is designed to serve the needs of a very heterogeneous group of students. The intent is to offer a program of study which provides moderate structure through study in areas which are applicable to a wide variety of administrative settings. In addition, the student is afforded considerable flexibility in designing a program of study which avoids duplication of previous course work, training, or experience by allowing additional study in areas of choice.

**Guide to Choosing Courses within the General Administration Concentration**

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration Concentration. Students may substitute up to six (6) credits of courses on this concentration providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the academic adviser and approved by the MSA director.

## **General Administration**

### **Concentration Courses**

**Information Systems and Analysis**—The integration of computer and production systems into administrative decision making.

BIS 601 (3) Management Information Systems

CPS 603 (3) Computer Information Systems

ECO 532 (3) Economic Forecasting

IET 500 (3) Production Concepts

MKT 555 (3) Market and Sales Forecasting

**International Systems, Issues, and Problems**—The study of systems, issues, and problems which impact upon dynamic organizations operating within a global environment.

FIN 573 (3) International Finance

IPC 667 (3) Advanced Studies in Intercultural Communication

MGT 667 (3) International Business

MKT 560 (3) International Marketing

PSC 555 (3) International Law I

**Legal and Political Systems**—The nature of legal and political systems and how they impact the operation of organizations and individual decision making.

ECO 515 (3) Collective Bargaining and Labor Law\*

PSC 514 (3) American Public Policy Making

PSC 522 (3) Regulatory Processes and Administrative Law

**Organizational Behavior/Human Resources Administration**—The study of individuals within the work organization and the systems and processes which affect their behavior.

IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

MGT 643 (3) Personnel Management

MGT 646 (3) Labor Relations Issues\*

PSC 511 (3) Personnel and Organization in Public Bureaucracies\*\*\* **OR**

PSC 711 (3) Public Personnel Administration Practice\*\*\*

PSC 785 (3) Strategic Leadership

PSY 535 (3) Organizational Psychology\*\*

**Organizational Communications**—Improving communication of individuals and groups within and between organizations.

EAD 610 (3) Grants and Fund Procurement

IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information

IPC 561 (3) Communication in Conflict Management

IPC 667 (3) Advanced Studies in Intercultural Communications

JRN 670 (3) Public Relations Management

MKT 555 (3) Market and Sales Forecasting

**Social and Economic Systems**—The nature of social and economic systems and how they constrain, control and impact the operational effectiveness of organizations.

ECO 603 (3) Economic Effects of Urbanization and Technology

ECO 625 (3) Market Structure and Government Policy

ECO 660 (3) Public Finance and Fiscal Policy

IET 524 (3) Technology and Environment

PHL 518 (3) Professional Ethics

PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations

SOC 512 (3) Industrial Sociology

\*Students cannot take both ECO 515 and MGT 646.

\*\*Students cannot take both MSA 620 and PSY 535.

\*\*\*Students cannot take both PSC 511 and PSC 711.

### **III. Integrating Experience 3 hours**

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

**Total: 36 credit hours**

CENTRAL MICHIGAN UNIVERSITY  
HUMAN RESOURCES ADMINISTRATION CONCENTRATION ON  
MASTER OF SCIENCE IN ADMINISTRATION DEGREE

**I. Administration Core 15-21 hours**

Required Courses (9 hours):

MSA 600 (3) Administrative Research and Report Methods\*

MSA 634 (3) Managerial Accounting Concepts\* **OR**

MSA 635 (3) Financial Management\*

MSA 640 (3) Quantitative Applications in Administrative Decision Making\*

Other core courses (6-12 hours):

MSA 610 (3) Environments in Administration\*

MSA 620 (3) Effective Administration and Organizational Behavior\*\*

MSA 650 (3) Organization Theory: Strategy and Structure

MSA 660 (3) Marketing Administration\*

MSA 675 (3) Strategic Policy Administration\*

MSA 696 (3) Special Topics

\*Has prerequisites

\*\*Students cannot take both MSA 620 and PSY 535

**II. Concentration Areas 12-18 hours**

**Human Resources Administration Concentration**

**Statement of Purpose**

The Human Resources Administration Concentration provides a program of study for the student who is pursuing, or intends to pursue, a career in the field of Human Resources. The concentration is designed to provide students with an overall background in the field as well as in the specific areas of Labor Relations, Staffing, Training and Organization Development.

**Guide to Choosing Courses**

**Students are required to take one course from Category A, preferably before taking other courses in the concentration.** In order to produce the strongest preparation, it is recommended that students take one course from Categories B and C and two courses from Category D.

**Human Resources Administration Concentration Courses:**

Category A: Survey of Human Resources Administration

MGT 643 (3) Personnel Management

PSC 511 (3) Personnel and Organization in Public Bureaucracies \*\*\*\* **OR**

PSC 711 (3) Public Personnel Administration Practice\*\*\*\*\*

Category B: Labor Relations

ECO 515 (3) Collective Bargaining and Labor Law\* **OR**

MGT 646 (3) Labor Relations Issues

IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

Category C: Training and Organization Development

IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information\*\*\* **OR**

IPC 561 (3) Communication in Conflict Management\*\*\*

MGT 649 (3) Seminar in Organizational Development

PSY 736 (3) Strategies for Intervention in Social Systems

Category D: Staffing

ECO 614 (3) Seminar in Labor Economics

MGT 645 (3) Personnel Compensation Practice and Process

MGT 647 (3) Employee Selection and Evaluation\*\* **OR**

PSY 536 (3) Personnel Psychology

PSY 636 (3) Organizational Applications of Personnel Psychology

NOTE: No more than a total of 15 credit hours of College of Business courses may be used on the program plan. See MSA Degree Requirements on page 56.

\* Students cannot take both ECO 515 and MGT 646.

\*\* Students cannot take both MGT 647 and PSY 536.

\*\*\* Students cannot take both IPC 560 and IPC 561.

\*\*\*\* Students cannot take both PSC 511 and PSC 711.

**III. Integrating Experience 3 hours**

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

**Total: 36 credit hours**

CENTRAL MICHIGAN UNIVERSITY  
LEADERSHIP CONCENTRATION ON  
MASTER OF SCIENCE IN ADMINISTRATION DEGREE

**I. Administration Core 15-21 hours**

Required Courses (9 hours):

MSA 600 (3) Administrative Research and Report Methods\*

MSA 634 (3) Managerial Accounting Concepts\* **OR**

MSA 635 (3) Financial Management\*

MSA 640 (3) Quantitative Applications in Administrative Decision Making\*

Other core courses (6-12 hours):

MSA 610 (3) Environments in Administration\*

MSA 620 (3) Effective Administration and Organizational Behavior\*\*

MSA 650 (3) Organization Theory: Strategy and Structure

MSA 660 (3) Marketing Administration\*

MSA 675 (3) Strategic Policy Administration\*

MSA 696 (3) Special Topics

\*Has prerequisites

\*\*Students cannot take both MSA 620 and PSY 535

**II. Concentration Areas 12-18 hours**

**Leadership Concentration**

**Statement of Purpose**

The Leadership Concentration enables students to enhance their knowledge and skills in the areas of leadership, group dynamics, organizational change, management of conflict, negotiation, cultural diversity and communication.

Leadership Concentration Courses:

**Required Course (3 credits):**

PSC 785 (3) Strategic Leadership

**Electives (9-15 credits):**

IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information

IPC 561 (3) Communication in Conflict Management

IPC 665 (3) Seminar in Negotiation in Employee Relations

IPC 667 (3) Advanced Studies in Intercultural Communications

MGT 646 (3) Labor Relations Issues

MGT 649 (3) Seminar in Organizational Development

MSA 696 (3) Special Topics (Possible topics: Cultural Diversity, Managing Information Technology)\*

PSY 531 (3) Group Dynamics

PSY 535 (3) Organizational Psychology\*

One specialized course determined by the MSA Director.

\* Student cannot take both MSA 620 and PSY 535

### **III. Integrating Experience 3 hours**

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

**Total: 36 credit hours**

CENTRAL MICHIGAN UNIVERSITY  
PUBLIC ADMINISTRATION CONCENTRATION ON  
MASTER OF SCIENCE IN ADMINISTRATION DEGREE

**I. Administration Core 15-21 hours**

Required Courses (9 hours):

MSA 600 (3) Administrative Research and Report Methods\*

MSA 634 (3) Managerial Accounting Concepts\* **OR**

MSA 635 (3) Financial Management\*

MSA 640 (3) Quantitative Applications in Administrative Decision Making\*

Other core courses (6-12 hours):

MSA 610 (3) Environments in Administration\*

MSA 620 (3) Effective Administration and Organizational Behavior\*\*

MSA 650 (3) Organization Theory: Strategy and Structure

MSA 660 (3) Marketing Administration\*

MSA 675 (3) Strategic Policy Administration\*

MSA 696 (3) Special Topics

\*Has prerequisites

\*\*Students cannot take both MSA 620 and PSY 535

**II. Concentration Areas 15-18 hours**

**Public Administration Concentration**

**Statement of Purpose**

The Public Administration Concentration is designed to prepare students for careers in public sector administration. Broadly, the objectives of the program are to provide students with background and competency in five areas including: (1) the political, social, and economic environment of public administration; (2) public management processes; (3) public policy analysis; (4) research and analytic methods; and (5) organization theory and behavior.

Public Administration Concentration Courses:

PSC 511 (3) Personnel and Organization in Public Bureaucracies

PSC 514 (3) American Public Policy Making

PSC 515 (3) Comparative Public Policy

PSC 520 (3) American National Government and Politics

PSC 522 (3) Regulatory Processes and Administrative Law

PSC 561 (3) American State Government and Administration

PSC 563 (3) Politics and Policy in Urban Communities

PSC 565 (3) Managing Modern Local Government

PSC 566 (3) Intergovernmental Relations in the United States

PSC 585 (3) Computer Applications for Public Administrators

PSC 610 (3) Foundations of Public Administration  
PSC 615 (3) Politics and Regulation of Health Care Policy  
PSC 710 (3) Seminar on Public Bureaucracies and Policy Formation  
PSC 711 (3) Public Personnel Administration Practice  
PSC 712 (3) Implementation and Reform of Public Programs  
PSC 713 (3) Public Budgeting and Finance  
PSC 714 (3) Program Analysis and Evaluation  
PSC 773 (3) Public Administration and Public Interest  
PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations  
PSC 775 (3) Organization Theory in Public Administration  
PSC 780 (3) Research in Public Administration in Political Science  
PSC 785 (3) Strategic Leadership

**Choice of one of the following three courses:**

ECO 515 (3) Collective Bargaining and Labor Law OR  
IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations OR  
MGT 646 (3) Labor Relations Issues

**III. Integrating Experience 3 hours**

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

**Total: 36 credit hours**