

# MEMORANDUM OF UNDERSTANDING (MOU)

BETWEEN  
UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE  
AND  
THE JOINT FORCES STAFF COLLEGE OF THE NATIONAL DEFENSE UNIVERSITY

## RECITALS

The Joint Forces Staff College (JFSC) desires to encourage the completion of certain graduate level courses and degree programs by students of the Joint and Combined Warfighting School (JCWS) and Advanced Joint Professional Military Education (AJPME) course (collectively referred hereinafter as “JFSC students” or “Program Participants”).

The University of Maryland University College (UMUC) is a regionally accredited public institution of higher learning providing academic courses and programs in Maryland through distance delivery that includes graduate programs relevant for JFSC students.

In accordance with the terms and conditions of this MOU, UMUC will make available to JFSC Students a Master of Science in Management degree with a concentration in Joint Military Strategy as further described in Attachment A. The parties acknowledge and agree that in all respects the MS in Management Degree is a UMUC degree program to which all policies and practices of UMUC apply.

Now therefore, for good and valuable consideration, the parties agree as follows:

1. **PURPOSE:** Both parties wish to enter into this understanding to provide extended academic opportunities to their respective students and faculty. It is understood that the purpose of the MOU between UMUC and JFSC includes: strengthening the quality and breadth of academic programs at each institution; promoting an educational environment where faculty and graduate students from each institution can learn from one another through sharing of information and knowledge; leveraging the strengths and resources of programs at each institution.
2. **OBJECTIVE AND SCOPE:** Signing this MOU will allow students who graduate from either the JCWS or AJMPE courses at JFSC to transfer graduate-level course credits into the UMUC Master of Science in Management degree program. Credit will only be awarded for one (1) JFSC program, as described in Section 8, below.
3. **SPECIFIC RESPONSIBILITIES/AUTHORITY:** JFSC and UMUC designate the personnel set forth in Section 9 as their respective representatives to coordinate and manage the activities under this MOU. The representatives shall meet as needed to discuss the programs, changes to programs, and any other topics of interest to either party. JFSC and UMUC will each provide staff to help draft and review this MOU, including renewal when applicable.

Each party in this MOU retains full authority over and reserves the right to make changes in its respective courses, programs, and credential requirements. The parties shall give reasonable notice of changes that may materially affect the agreement.

Each party shall publicize this MOU and programs mentioned herein in academic materials as appropriate and shall advise students as appropriate. Neither party shall use the name or logo of the other party without the prior written approval of the other party.

4. **DISPUTES:** Disagreements arising between UMUC and JFSC arising under or relating to this agreement shall be resolved only by consultations between the parties and shall not be referred to any individual or forum for settlement.
5. **RESPONSIBILITIES OF UMUC:**
  - a. UMUC has at no charge to JFSC, reviewed the JCWS and AJPME courses for degree articulation purposes pursuant to University standards and regulatory requirements.
  - b. UMUC will develop a welcome page hyperlink for JFSC on their website that will hot link between the JFSC internet and the UMUC website.
  - c. UMUC will include the JFSC hyperlink on their website under any existing partnership links.
  - d. UMUC will provide JFSC with information and materials about their school, both hard copy and electronically and participate in "Partnership Day" for each JCWS class whenever possible.
  - e. UMUC will offer JFSC at least the same marketing opportunities afforded to other regionally accredited partners provided that JFSC meets the same terms and conditions as the other partners.
6. **RESPONSIBILITIES OF JFSC:**
  - a. JFSC will announce the creation of this MOU to all its employees and students.
  - b. JFSC will establish a hot link between its internet site and the UMUC website.
  - c. JFSC will allow promotion of UMUC to all JFSC students. Promotion will take the form of participation in "Partnership Day" four times a year at the beginning of each JCWS class. JFSC will provide booth space and allow the distribution of flyers, brochures, displays and other advertising activities by UMUC during this event.
  - d. JFSC will offer UMUC the same marketing and promotional opportunities afforded to other partners.

**7. MUTUAL AGREEMENTS AND UNDERSTANDINGS:**

- a. For those JFSC students who have successfully completed either the JCWS or AJPME programs and who are admitted into the university, UMUC agrees to accept a transfer credit equivalent to nine (9) graduate credits required for the MS in Management degree with a concentration in Joint Military Strategy. In addition to the transfer credits stated above, JFSC students must complete 15 core credits and 12 concentration credits as set forth in Attachment A.
- b. Each institution agrees that the JFSC student(s) enrolled at UMUC under this MOU will be subject to all UMUC rules and policies governing the degree award, including maintenance of satisfactory performance, and completion of the remaining credit hours inherent to the student's specific degree program.
- c. This MOU constitutes the complete agreement and understanding of the parties and supersedes all prior agreements or understandings.
- d. This agreement may be amended, modified or changed only in writing and when signed by both parties. All notices will be delivered in writing to the President's Office (UMUC) or the Commandants' Office (JFSC).

8. **TERMS AND LIMITATIONS:** For students who complete either the JCWS or AJPME program and receive a JFSC transcript and who are admitted to their respective UMUC program, UMUC will accept 9 credits of transfer. Students who have obtained a JFSC transcript are considered to have earned grades of P (passing) in all JFSC courses which are readily acceptable for transfer to UMUC. As a part of the admission process, students are required to submit official transcripts from JFSC and complete the Transfer Credit Evaluation Request form at UMUC. The credits will be accepted as a block equivalent to the number of accepted credits. Partial credit will not be accepted and students are limited to nine (9) total transfer credits from JFSC. Additionally, no other transfer credit will be accepted for students of JFSC.

It is agreed that all requirements established for completion of the degree program must be fulfilled within seven (7) consecutive years, beginning at the date of the first course completion either at UMUC or JFSC.

Subject to, and in accordance with, UMUC applicable policies and procedures and requirements, Program Participants who complete a MS in Management degree will have the option of pursuing a Master of Business Administration ("MBA") degree by completing the following additional coursework: DMBA 610, DMBA 620 and DMBA 630. Program Participants who wish to pursue this option should confer, and develop a study plan with a UMUC academic advisor at the earliest opportunity.

9. **COORDINATION CONTACTS:** The following personnel will serve as points of contact at UMUC and NDU/JFSC, and will communicate mainly by email and phone:

Mr. Christopher Palermo  
Director Military Partnerships  
University of Maryland  
University College  
3501 University Blvd. East  
Adelphi, MD 20783  
christopher.palermo@umuc.edu  
240-684-2308

Mr. Steve Massie  
Curriculum Program Specialist  
Institutional Research, Assessment,  
Accreditation Division  
Joint Forces Staff College  
7800 Hampton Blvd  
Norfolk, VA 23511-1702  
stephen.massie@ndu.edu  
757-443-6183

**10. RESOURCES:**

- a. **Funding:** There will be no transfer of funds between parties.
- b. **Manpower:** JFSC will assign one individual, the POC listed above, to coordinate this MOU. UMUC may assign as many persons as needed.

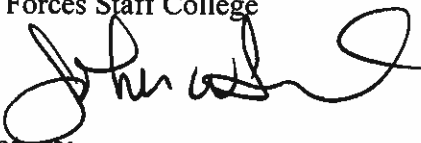
**11. EFFECTIVE DATE AND TERMINATION:** This MOU shall become effective upon the last signature date of the duly designated representatives of UMUC and JFSC. It shall remain in effect for a minimum period of three (3) years from that date. The MOU will automatically be extended for another three (3) years period provided neither party to the MOU objects.

Either party may withdraw from this understanding upon 60 days written notice to the other institution made to the institutional contact address, via U.S. Certified mail. Termination will occur on the beginning date of the scholastic term next following. Termination must be in writing and signed by the approving officials or their designated personnel.


In the event of termination, the parties agree to be responsible for developing a phase out process that will focus on the best interests of the active students in the program.

**9. APPROVAL:** All parties identified below agree to the provisions and terms of this MOU.

JOHN W. SMITH, JR.  
Rear Admiral, U. S. Navy  
Commandant  
Joint Forces Staff College

  
Signature: \_\_\_\_\_  
Date: 24 Oct 2013

MARIE A. CINI, Ph.D.  
Provost and Senior Vice President for  
Academic Affairs  
University of Maryland University College

  
Signature: \_\_\_\_\_  
Date: October 16, 2013

## **Attachment A**

### ***Master of Science in Management (36 credits)***

#### **Core Courses (15 credits)**

- MGMT 610 Organizational Theory (3)
- MGMT 615 Intercultural Communication and Leadership (3)
- MGMT 640 Financial Decision Making for Managers (3)
- MGMT 650 Statistics for Managerial Decision Making (3)
- MGMT 670 Strategic Management Capstone (3)

#### **JFSC Credits**

Block of 9 credits transferred from JFSC

#### **Concentration Requirements (12 credits)**

- PMAN 634 Foundations of Project Management (3)
- PMAN 637 Project Risk Management (3)
- INMS 600 Managing Intelligence Activities (3)
- INMS 650 Intelligence Management Oversight (3)