Memorandum of Understanding

between

The Defense Security Cooperation Agency

and

The Fletcher School of Tufts University

1. PURPOSE: The purpose of this Memorandum of Understanding (MOU) is to outline the relative expectations of the Defense Security Cooperation Agency (DSCA) and the Fletcher School of Tufts University ("the Fletcher School"), hereafter "the parties," in connection with DSCA's efforts to assist in the Fletcher School's Global Masters of Arts Program (GMAP), including cooperation to identify additional potential candidates for this program from within non-DoD U.S. Government departments and agencies, the U.S. defense industry, and foreign government international affairs (IA) communities.

2. BACKGROUND: As part of a comprehensive workforce initiatives package, DSCA identified the need for a graduate studies program to increase the professionalism and educational opportunities for DoD's IA community. Therefore, DSCA has decided to enter into an Educational Services Agreement (ESA), which is separate and apart from this MOU, with the Fletcher School with the intention of sending 22 DoD personnel to the Fletcher School to participate in its GMAP. In discussions surrounding the ESA, it has become apparent to the parties that such a program would provide mutual benefit to non-DoD components of the IA community – U.S. defense industry, foreign government counterparts, and IA personnel from other U.S. Government departments and agencies.

The structure of the Fletcher School's GMAP requires the formation of learning teams of 6-8 students. In order to achieve the parties' mutual goal of including a broad cross section of IA professionals, the Fletcher School must identify, screen and admit approximately 11-14 non-DoD students to round out these learning teams. The Fletcher School intends to fill the additional 11-14 quotas with persons from the non-DoD IA community, as described above. DSCA will be informed by the Fletcher School as to who is admitted from outside DoD for participation with DoD personnel on GMAP learning teams.

3. ANTICIPATED RESULTS: The goal of this educational approach will be a cohesive team of IA professionals from various organizations, backgrounds and cultures working, learning, and networking to reach their combined goal of earning an advanced degree in International Affairs. The benefit to the IA community as a whole will be

employees with better knowledge, skills, and personal networks leading to more efficient and effective solutions to challenges facing their respective organizations.

4. SPECIFIC RESPONSIBILITIES/AUTHORITY:

a. **DSCA** - Is the Executive Agent and responsible DoD component to assist the Fletcher School in identifying potential non-DoD candidates to enroll in the GMAP Program.

Specifically, DSCA will work with the Fletcher School to identify potential IA candidates within other U.S. Government departments and agencies, the U.S. defense industry and Foreign Governments interested in participating in the GMAP. The goal of DSCA's efforts will be to assist in identifying a sufficient number of potential candidates from these sources for the Fletcher Scholl to enroll approximately 11-14 non-DoD students. DSCA's activities in this area will be in compliance with the Privacy Act.

b. **The Fletcher School** - Is the Executive Agent for the implementation, organization and sustainment of the GMAP program, including designation of the learning teams.

Specifically, the Fletcher School will identify and screen the potential candidates, then select, admit, and place these students within each of the learning teams. The Fletcher School will ensure a cross section of participation from each non-DoD organization within the individual learning team.

5. PARTICIPANTS AND ADMISSIONS:

a. The optimal breakout of the following non-DoD participants in learning teams is:

(1) United States Defense Industry Personnel: 5 - 6 participants;

(2) Foreign Government Personnel: 5 - 6 participants (includes civilian and military personnel);

(3) Other U.S. Government Department and Agency Personnel: 1 - 2 participants.

b. The Fletcher School may accept and place applicants from the general public into learning teams should the optimal number of participants (indicated in paragraph a, above) not be reached.

c. Each applicant to GMAP at the Fletcher School will submit a standard application, meet all applicable degree requirements, and have requisite professional experience, as determined by the Fletcher School.

d. The long-standing policies of the Fletcher School are to support equal opportunities for all persons. No individual shall be denied admission or be otherwise discriminated against because of race, color, sex, sexual orientation, age, marital status, religion, national or ethnic origin, or disability.

e. Subject to sub-paragraph 5.d. above, the Fletcher School reserves the right to reject any applicant at its sole discretion.

6. TUITION

DSCA will make reasonable efforts to assist the Fletcher School in identifying the stated number and breakout of students as listed in paragraph 5 (a), but is not responsible for any costs associated with such students' admission into the GMAP. In no event will DSCA identify specific prospective students who are not DoD personnel. Any actions by DSCA contemplated by this MOU shall be subject to the availability of U.S. Government funds.

7. MATRICULATION

This memorandum of understanding is based on matriculation cycles, each cycle equal to 12 months. Year 1 matriculation cycle is anticipated to begin on or about March 2004. Subsequent annual cycles will begin in or about March of each year.

8. TERMINATION OF MOU

This MOU shall remain in effect for a period of five years from the date it is last signed by one of the parties. Either party may terminate this MOU in writing at any time.

9. PROVISIONS FOR REVIEW AND CHANGE: This MOU may be modified, in writing, by mutual agreement of the parties, at any time.

10. KEY PERSONNEL:

DoD:

Lieutenant General Tome Walters, Director, Defense Security Cooperation Agency

Mr. Richard Millies, Deputy Director, Defense Security Cooperation Agency

The Fletcher School:

Dr. Stephen Bosworth, Dean of the Fletcher School, Tufts University

Dr. Deborah Nutter, Senior Associate Dean of the Fletcher School, Tufts University

11. SIGNATURE APPROVALS EXECUTED BY AUTHORIZED REPRESENTATIVES:

Tome H. Walters Jr., Lt Gen, USAF

Director, Defense Security Cooperation Agency

Date: 9 March 2003

Dr. Stephen Bosworth

Dean, the Fletcher School, Tufts University

Date: March 12 2003