

Memorandum of Understanding

between

The Defense Security Cooperation Agency

and

The Fletcher School of Tufts University

- 1. PURPOSE:** The purpose of the Memorandum of Understanding (MOU) is to address 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 partnership in the Fletcher School’s Global Master of Arts Program (GMAP). As the third iteration in an ongoing relationship between the two parties, this MOU specifically addresses and updates the number of students which DSCA would sponsor into the GMAP program and the desired flow of the students into the two annual GMAP classes.
- 2. BACKGROUND:** As part of a comprehensive workforce initiatives package developed in 2002, DSCA identified the need for a graduate studies program to increase the professionalism and educational opportunities for DoD’s IA community. DSCA has decided to enter into an Educational Services Agreements (ESA), which is separate and apart of this MOU, with the Fletcher School with the intention of sending 10 DoD personnel annually to the Fletcher School to participate in GMAP. In discussions surrounding the ESA, the parties recognize that the program provides mutual benefit to non-DoD components of the IA community – U.S. defense industry, foreign government counterparts, and the 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 50 non-DoD students to round out these learning teams. The Fletcher School intends to fill the additional 25 quotas with persons from the non-DoD IA community as described above. The Fletcher School will notify DSCA as to personnel admitted from outside DoD for participation with DoD personnel on GMAP learning teams.

This MOU continues the relationship beginning with the initial MOU signed on 23 March 2003, and continued with a follow-on MOU signed on 12 June 2008. The primary difference in the arrangements between previous MOUs is regarding the number of students targeted per class. In the second generation MOU, DSCA’s target number is reduced from 22 to 5, noting previous successes and reflecting on the desire/need for a continuing program

to provide graduate education opportunities to IA personnel. In this third generation MOU the number is raised to 10, with the desire and flexibility to provide both Foreign Military Sales Administrative funds and O&M funds to be appropriately used to support the varying audiences that will benefit from the opportunities of GMAP. The Fletcher School will provide students from non-DoD constituencies to maintain program viability. Historically, the MOU addressed more specifically GMAP II (the matriculation cycle running March to March each year). This MOU will expand the support of DoD input to that class as well as the July to July GMAP matriculation cycle with the desired input of 5 DoD students to each iteration – noting that there is no difference in the academic requirements between the two iterations.

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. The opportunity to have DoD students in each iteration multiplies the benefits by providing DoD students to the broader classroom mix – benefiting both DoD and other students from the standpoint of a greater diversity and understanding of U.S. government and DoD organizations and personnel as well as a farther reaching influence in the even greater alumni base of the Fletcher School/GMAP for the DoD.

4. SPECIFIC RESPONSIBILITIES/AUTHORITY:

a. **DSCA** – Is the Executive Agent and responsible DoD component to assist the Fletcher School in identifying potential non-DoD organizations which may also be well served by their employees participating in the GMAP Program.

Specifically, DSCA will work with the Fletcher School to identify potential IA organizations within other U.S. Government departments and agencies, the U.S. defense industry and Foreign Governments interested in participating in GMAP as desired/needed. DSCA's activities in this area will be in compliance with the Privacy Act.

The Defense Institute of Security Assistance Management (DISAM) has the responsibility for maintaining the day-to-day relationship with the Fletcher School in dealing with student issues, handling the MOU/ESA agreements, and financial commitments. DISAM also coordinates all recruiting activities within the DoD/MILDEP International Affairs organizations and organizes the Senior Selection Panel chaired by

DSCA which selects the final nominations forwarded for admission consideration to the Fletcher school annually.

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

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

5. PARTICIPANTS AND ADMISSIONS:

a. The optimal breakout of the various GMAP participants in learning teams will be determined by the Fletcher School.

b. The Fletcher School may accept and place applicants from the general public into learning teams should the optimal number of participants (indicated in paragraphs 2 and 4a, 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 2 (above), and is only responsible for the tuition costs associated with DSCA-sponsored students' admission to 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 and July 2013. Subsequent annual cycles will begin in or about March and July 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 with at least 60 days' written notice. Should termination occur mid-cycle, students in progress at the time of termination would continue their sponsorship until their completion of the program.

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:

a. DoD:

Vice Admiral William A. Landay III; Director, Defense Security Cooperation Agency

Mr. Richard Genaille; Deputy Director, Defense Security Cooperation Agency

b. 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:



William E. Landay, VADM, USN

Director, Defense Security Cooperation
Agency

Date Signed: 4/22/13



~~Mr.~~ Stephen Bosworth

Dean, The Fletcher School, Tufts
University

Date Signed:
2/5/13