MEMORANDUM OF UNDERSTANDING

REGENT UNIVERSITY AND JOINT FORCES STAFF COLLEGE

1 March 2010

1. **Executive Summary**

   This binding Memorandum of Understanding is made between Regent University and Joint Forces Staff College. Responsibilities of parties are outlined in Attachment A.

2. **Alliance**

   The common goal of Joint Forces Staff College and Regent University in entering into this alliance is to expand access to high-quality educational opportunities for Joint Forces Staff College graduates, consistent with the missions and business objectives of both organizations.

3. **Term and Termination**

   This Agreement will be in effect on the date signed by both parties and shall continue at such time as terminated by either party on thirty (30) days’ prior written notice.

4. **Notices**

   There will be no transfer of funds between parties. Changes will not be made with out consent of both parties. All notices to be given shall be delivered in writing as follows:

   **Regent University:**
   Carlos Campo, PhD
   President-elect
   Regent University
   1000 Regent University Dr., ADM-154
   Virginia Beach, VA 23464-9800

   **Joint Forces Staff College:**
   MARVIN T. SMOOT, JR
   Brigadier General, U.S. Air Force
   Commandant
   Joint Forces Staff College
   7800 Hampton Blvd.
   Norfolk, VA 23511-1702

   Each signatory represents and warrants that he or she has full power and authority to enter into this MOU and that all necessary consents and approvals have been obtained.

**AGREED TO:**

**REGENT UNIVERSITY**
By [Signature]
Title _President-Elect_
Date 3/1/10

**JOINT FORCES STAFF COLLEGE**
By [Signature]
Title _Commandant_
Date 1 MAR 2010
ATTACHMENT A

Responsibilities of Regent University

1. Regent University has, at no charge to Joint Forces Staff College, reviewed the courses in use at Joint Forces Staff College for degree articulation purposes pursuant to University standards and regulatory requirements. The Master Articulation Agreement is included as Attachment B, Master Articulation Agreement.

2. Regent University will develop a customized welcome page for Joint Forces Staff College employees that will hot link between Joint Forces Staff College’s internet and Regent University’s website.

3. Regent University will offer Joint Forces Staff College employees on-site programs if interest warrants and if the programs are financially and academically viable in the opinion of Regent University. On-site classes would necessitate an amendment to this agreement stating the classes to be offered, minimum and maximum number of students, etc.

4. Regent University will include Joint Forces Staff College on the Regent University Military website under Partnerships.

5. Regent University will provide Joint Forces Staff College with information and materials about Regent University, both hard copy and electronically.

6. Regent University will assign its Director of Military Affairs to facilitate interaction with Joint Forces Staff College.

7. Regent University will offer Joint Forces Staff College at least the same marketing opportunities afforded to other regionally accredited partners provided that the Joint Forces Staff College meets the same terms and conditions as the other partners.

Responsibilities of Joint Forces Staff College

1. Joint Forces Staff College will announce the formation of this alliance with Regent University to all its employees and students.

2. Joint Forces Staff College will establish a hot link between its intranet and Regent University’s website.

3. Regent University will be promoted to Joint Forces Staff College’s employee and student base. Promotion will take the form of quarterly visits to Joint Forces Staff College to recruit students, participation in College Partnership Days, e-mail blasts, flyers, brochure display at college kiosks, and other activities, as appropriate.

4. Joint Forces Staff College will offer Regent University at least the same marketing and promotional opportunities afforded to other university partners.
ATTACHMENT B

MASTER ARTICULATION AGREEMENT

| JOINT FORCES STAFF COLLEGE | REGENT UNIVERSITY |

This articulation agreement is designed to facilitate students transferring between Joint Forces Staff College and Regent University. The exchange allows graduates of the Joint and Combined Warfare School (JCWS) an opportunity to complete one of three graduate programs: (1) Master of Arts in Organizational Leadership, (2) Master of Arts in Strategic Foresight, and (3) Master of Arts in Government via accepted academic credits between Regent University and Joint Forces Staff College.

Per the American Council on Education (ACE) Military Guide, students graduating from Joint and Combined Warfighting course DD-0326-003 are eligible for up to 16 semester hours in the graduate degree category.

Generally, admission to a master's degree program at Regent University requires a completed four-year bachelor’s degree from a regionally accredited post-secondary institution or an institution accredited via approved, Council for Higher Education Accreditation (CHEA) listed accrediting bodies, such as ABA, APA, ATS, CACREP, or TEAC. All courses in the undergraduate degree will be evaluated. Undergraduate prerequisites may be required for entry into a graduate program; students who have not earned degrees from appropriate fields of study may be required to take additional coursework as a prerequisite for completing the program. Regent University will accept courses in which a grade of 'C' or better is earned in the undergraduate degree to fulfill graduate prerequisite requirements. Admissions decisions are at the sole discretion of Regent University.

Once admitted, students are subject to all Regent University policies and procedures, including the Regent University Statement of Faith as outlined in the Regent University Graduate Schools Catalog. Students who have questions may consult a counselor and/or advisor at either institution for assistance.

Regent University and Joint Forces Staff College agree to review this Master Articulation Agreement and relevant transfer equivalencies annually. Joint Forces Staff College will designate an individual to serve as liaison for the purpose of monitoring this agreement. Each institution will provide updated catalogs to the other immediately upon their availability.

This agreement may be amended, as needed, for specific program articulation without affecting the currency of the master agreement. This MOU is contingent upon continued accreditation of the Joint Forces Staff College by the Middle States Association of Colleges and Schools and recognition by the American Council on Education. This MOU is also contingent upon continued accreditation of Regent University by the Southern Association of Colleges and Schools and recognition by the American Council on Education. This master agreement will remain in effect until terminated by either party upon written notice to the other party of an intention to terminate. Such notice will be effective only if given 30 days prior to the intended date of termination.

Regent University will offer an active duty military discount of 25% to JCWS graduates who enroll in a degree program at Regent.

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Graduates of Joint and Combined Warfighting School (JCWS) are granted the following credits from **Regent University’s School of Global Leadership and Entrepreneurship**:

**Master of Organizational Leadership**
- 9 credit hours – ELECTIVES
- 3 credit hours – LMOL 604
- 3 credit hours – LMOL 606
- 15 credit hours accepted as transfer

Remaining required Master of Organizational Leadership (MOL) courses:
- 3 credit hours – LMOL 601
- 3 credit hours – LMOL 602
- 3 credit hours – LMOL 603
- 3 credit hours – LMOL 605
- 3 credit hours – LMOL 607
- 3 credit hours – LMOL 609
- 18 credit hours total remaining required

**Master of Strategic Foresight**
- 9-hours ELECTIVES
- 3-hours LMSF606
- 3-hours LMSF607
- 15-credit hours accepted as advanced standing

Remaining required MSF courses:
- LMOL 601 (3)
- LMSF 602 (3)
- LMSF 603 (3)
- LMSF 604 (3)
- LMSF 605 (3)
- LMSF 609 (3)
- 18-credit hours total required

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Graduates of Joint and Combined Warfighting School (JCWS) are granted the following credits from **Regent University’s Robertson School of Government**:

**Master of Arts in Government**
- 9 credit hours – Electives
- 3 credit hours – GOV 677 Terrorism & Homeland Defense
- 12 credit hours accepted as transfer

Remaining required Master of Arts in Government (GOV) courses (27 hours total):
- 3 credit hours – GOV 603 Research Methods
- 3 credit hours – GOV 604 Christian Foundation of Government
- 3 credit hours – GOV 697 Biblical Foundations of Leadership
- 3 credit hours – Elective
Plus 5 courses (15 total credit hours) from ONE of the following categories:

**International Politics**
- GOV 638 European Union
- GOV 635 Mid-East Politics
- GOV 654 International Politics
- GOV 655 International Human Rights
- GOV 659 Qur’anic Law
- GOV 672 Islamic Political Thought
- GOV 673 International Democratic Development
- GOV 674 The International Economy
- GOV 689 American Foreign Policy in the Mid East

**American Government**
- GOV 619 Constitutional Law & Policy I
- GOV 620 Constitutional Law & Policy II
- GOV 653 Presidential Leadership
- GOV 636 Congressional Leadership
- GOV 658 American Political Thought
- GOV 663 Campaign Management & Strategy
- GOV 678 Terrorism/Disaster Cons. Management
- GOV 679 National Security Affairs
- GOV 689 American Foreign Policy in the Mid East

**Political Theory**
- GOV 602 Principles of Economics
- GOV 610 Political Philosophy
- GOV 651 Biblical Law
- GOV 658 American Political Thought
- GOV 672 Islamic Political Thought

**Public Administration**
- GOV 602 Principles of Economics
- GOV 615 Economic Policy
- GOV 623 Public Policy Initiatives
- GOV 630 Public Human Resources Management
- GOV 634 Public Budgeting & Taxation
- GOV 663 Campaign Management & Strategy
- GOV 664 Political Communications
- GOV 668 Political Organizations & Behavior
- GOV 670 Principles of Public Administration
- GOV 671 Organizational Theory
- GOV 682 Fundraising & Campaign Finance
- NPRF 681 Managing Not-For-Profit Organizations
- NPRF 682 Not-For-Profit Fundraising Development
- NPRF 689 Special Topics in Not-For-Profit Management
These courses are not taught every semester, and they may be eliminated without notice. In addition, Regent University reserves the right to change the course requirements for any degree.

See the online catalog for course offerings.

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Graduates of JCWS and faculty/staff of Joint Forces Staff College are offered the following certificates from Regent University’s School of Education:

Proposed Certificate in Research, Statistics, and Evaluation

Introduction

A package of 6 courses worth 12 graduate credit hours is offered to those professionals interested in program evaluation, data analysis, and data-driven decision making. The outcomes follow each course title. Those completing the 6 courses with a grade in each course of at least B, shall receive the Certificate.

Courses and Outcomes

EFND 722 Educational Statistics – 3 credit hours

A. Use SPSS to explore data and solve statistical problems.
B. Apply appropriate statistical techniques to describe data.
C. Apply appropriate univariate and bivariate inferential techniques to analyze data.
D. Communicate statistical results in accordance with the Style Manual of the American Psychological Association (APA).

EDCO 801 Strategic Planning & Program Evaluation – 3 credit hours

A. Conduct a needs assessment
B. Explain the major concepts in educational program evaluation
C. Perform skills required in conducting educational program evaluation
D. Write an evaluability assessment
E. Understand strategic educational planning Assessing a strategic plan

EDCO 802 Analysis of Variance – 1 credit hour

A. Apply univariate and multivariate analysis of variance and covariance using SPSS to analyze research data
B. Apply the APA style in writing the results section of a research report

EDCO 803 Regression & Correlation – 1 credit hour

A. Apply multivariate correlation and regression analysis and structural procedures using SPSS to analyze research data
B. Apply the APA style in writing the results section of a research report
EDCO 804 Structure Reliability Analysis – 1 credit hour

A. Apply structural and reliability procedures using SPSS to analyze research data. Apply the APA style in writing the results section of a research report.

EFND 702 Research Design and Evaluation – 3 credit hours

A. Understand the nature of educational research.
B. Evaluate the ethical, legal, human relations issues in educational research.
C. Evaluate quantitative research designs.
A. Evaluate qualitative research designs.

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Added advantage: The 12 credit hours could transfer into the Ed.D. (Doctor of Education) or M.Ed. (Master of Education) program if other admissions requirements are met.

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Proposed Certificate in Curriculum Development

Introduction

A package of 3 courses is offered to Joint Forces Staff College staff/faculty/students to design and implement comprehensive curriculum development. The learner outcomes are included under each course title. Those completing the 3 courses with a grade in each course of at least B, shall receive the Certificate.

Courses:

EMTP 504/GSAS 504MT Effective Curriculum & Instruction
EMTP 502/GSAS 502MT Teaching, Thinking, & Learning
EMTP 508/GSAS 508 Assessment & Evaluation

Outcomes:

EMTP 504/GSAS 504MT Effective Curriculum & Instruction – 3 credit hours

A. Apply learning outcomes according to various classification models (e.g., Bloom’s Taxonomy).
B. Apply and analyze new and existing curriculum by aligning objectives, instruction, and assessment techniques.
C. Apply various curriculum principles to the design and evaluation of distance learning courses (e.g., appropriate use of technology in building learning communities).

EMTP 502/GSAS 502MT Teaching, Thinking & Learning – 3 credit hours

A. Apply and evaluate teaching models to encourage higher-level thinking within the classroom.
B. Evaluate curriculum content and its relationship to cognitive strategies as tools for designing instruction to promote thinking and learning.

EMTP 508/GSAS 508 Assessment & Evaluation – 3 credit hours

A. Apply principles of educational measurement to develop and evaluate curriculum related tests.
B. Evaluate the full range (process and product) of student outcomes and matches appropriate evaluation procedures.
C. Apply, analyze, and synthesize “alternative” and traditional assessment tools to typical testing situations.

Added advantage: The 9 credit hours may be transferred into one or more of Regent University School of Education Masters of Education (M.Ed.) programs including the Master Teacher Program (MTP) if other admissions criteria are met.