

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE JOINT FORCES STAFF COLLEGE
AND
CREIGHTON UNIVERSITY**

This memorandum of understanding (MOU) establishes a cooperative program between the Joint Forces Staff College (JFSC) and Creighton University. Its purpose is the provision of a program allowing graduates of the Joint and Combined Warfighting School – Intermediate (JCWS-I) or Joint and Combined Warfighting School – Senior (JCWS-S) an opportunity to complete a Master of Business Administration (MBA) or a Master of Arts (MA) in International Relations (INR) through shared academic credits between the Joint Forces Staff College and Creighton University.

This MOU is predicated upon the National Defense University's accreditation by the Middle States Association of Colleges and Schools and the American Council of Education's recommendation of graduate credits for the successful completion of the JCWS-I and S programs.

Master of Business Administration

As a result of this MOU, graduates of the JFSC enrolling in the Creighton University MBA program will complete the following courses as designated in the current Creighton University Graduate Bulletin:

- a. Ethics (3 credit hours) – MBA 772 or MBA 773 and MBA 777
- b. Managerial Accounting – MBA 701
- c. Financial Management – MBA 711
- d. Managerial Economics – MBA 741
- e. Marketing Management – MBA 761
- f. Information Systems Management – ITM 731
- g. Business Policy and Managerial Action – MBA 775
- h. Elective (3 credit hours)

Creighton University will accept transfer credit for the following nine credit hours from the JFSC into its MBA program for individuals who have successfully completed the JCWS-I or JCWS-S Phase II programs:

- i. MBA 771 - Leadership and Organizational Behavior (core requirement)
- j. MBA 770 - International Business Operations (elective)
- k. MBA 779 - Seminar in Management: "Organizational Planning" (elective)

Creighton University will waive the foundation course requirements of Strategic Operations Management (MBA 524) and Fundamentals of Management (MBA 584). Individuals without appropriate business coursework will be required to complete additional foundation coursework. An academic advisor will determine eligibility for waiver of other MBA foundation courses upon review of individual academic transcripts.

Master of Arts in International Relations

JCWS-I and JSCS-S graduates will be granted nine hours of credit toward completion of the MA in International Relations. Students exercising this opportunity must pursue the thesis option. The remaining twenty-four hours toward obtaining an MA in INR will be divided as follows.

- a. INR 790, seminar in research methods and international relations (3 hours)
- b. Any two of the following four seminars introducing the major sub-disciplines in international relations (6 hours)
 - (1) INR 538, international trade and finance (3 hours)
 - (2) INR 602, proseminar in international politics (3 hours)
 - (3) INR 603, American diplomatic history (3 hours)
 - (4) INR 604, proseminar in comparative politics (3 hours)
- c. Three electives (9 hours)
- d. INR 799, thesis (6 hours)

Students will also be required to take one comprehensive examination. Comprehensive examinations are offered in each of the four sub-disciplines introduced by the seminars outlined above. NDU students must present a comprehensive examination in one of the two sub-disciplines in which they took the required seminar.

Electives

A JCWS-I and JCWS-S graduate who has already completed a master's degree from another regionally accredited college or university will be eligible to transfer an additional three hours of business-related elective credit toward the MBA degree. An additional three hours of elective credit toward the INR degree will be awarded if appropriate course work in international relations was part of the earlier graduate work.

Admission Criteria

Creighton University will establish the following requirements for admission to its MBA and MA program for graduates of the JCWS-I or JCWS-S programs:

- a. Completion of a bachelor's degree from a regionally accredited college or university as evidenced by submission of an official transcript reflecting conferral of degree.
- b. Completion and submission of the Creighton University graduate school application form with applicable application fee and current resume.
- c. Participants in the MBA program will not be required to complete a separate graduate entrance examination such as the Graduate Management Admission Test (GMAT). Participants in the INR program will not be required to complete a separate graduate entrance examination such as the Graduate Records Examination (GRE).
- d. Letters of recommendation will not be required.

Tuition

Creighton University will grant JFSC graduates while on active military duty a discount equal to 30 percent of its current MBA tuition rate and 50 percent of its current INR tuition rate.

ADDENDUM TO THE MEMORANDUM OF UNDERSTANDING BETWEEN THE
JOINT FORCES STAFF COLLEGE AND CREIGHTON UNIVERSITY

This Addendum is entered into this ____ day of _____, 2003, between the Joint Forces Staff College (JFSC) and Creighton University (Creighton).

WHEREAS, the parties have entered into a Memorandum of Understanding (MOU) with respect to the allowing certain graduates to complete an MBA or an MA through shared academic credits; and

WHEREAS, the MOU did not contain a termination provision, which would allow either party to terminate the MOU.

NOW, THEREFORE, the parties agree as follows:

1. Either party may terminate this agreement by giving the other party written notice of its intent to do so at least ninety (90) days in advance of the date such termination is to be effective; provided, however, that such termination will only become effective at the end of the semester or other academic period during which the notice of intent to terminate was given to the non-terminating party.
2. Any notices required to be delivered under this agreement will be sent to the following individuals:

If to Creighton:
Barbara Braden, Ph.D.
Dean, Graduate School
Creighton University
2500 California Plaza
Omaha, NE 68178

If to JFSC:
C. Stanley Romes
Colonel, USAF
Interim Commandant
Joint Forces Staff College
Norfolk, VA (address)

3. All other provisions of the MOU shall remain in full force and effect.

JOINT FORCES STAFF COLLEGE

By: *C. Stanley Romes*
Title: *Interim Commandant*

CREIGHTON UNIVERSITY

By: *Le Roy F. Kozeny*
Title: *Le Roy F. Kozeny, Associate Vice
President for Administration*