

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE JOINT FORCES STAFF COLLEGE
AND
WEBSTER UNIVERSITY

This memorandum of understanding establishes a cooperative program between the Joint Forces Staff College and Webster University. Its purpose is the provision of a program allowing graduates of the Joint and Combined Staff Officer School (JCSOS) or Joint and Combined Warfighting School (JCWS) an opportunity to complete a Master of Business Administration (MBA) or Master of Arts (MA) degree through shared academic credits between the Joint Forces Staff College schools and Webster University.

2. A large percentage of JCSOS and JCWS graduates have already completed a master's degree from another regionally accredited college or university. In accordance with Webster University policy, a student who has earned a master's degree from another regionally accredited college or university is eligible to complete a sequential degree with Webster University, and only the completion of core courses in the declared area are required. In many cases, students can reduce the number of hours to 24 credits when comparable coursework has been satisfactorily completed elsewhere.
3. For participants with a prior masters degree, the following will apply for graduates of JCSOS or JCWS who are pursuing the MBA:

Individuals with the appropriate coursework in business, accounting, and economics will apply for a sequential MBA degree. In order to determine the appropriateness of the business coursework, academic transcripts will be reviewed by an academic advisor to determine eligibility for waiver of MBA prerequisite courses.

Individuals without appropriate business coursework will be required to complete nine hours of prerequisite coursework that will include BUSN 5000, BUSN 5600, and BUSN 5620.

The remaining core courses will be handled as follows:

- a. The Computer Assisted Simulation Logistics Planning Management course will replace the requirement to take BUSN 6080.
- b. The Operations Analysis and Management course will replace the requirement to take BUSN 6110.

- c. The Organizational Planning course will replace the requirement for MNGT 5590, but students will be required to take an appropriate elective to complete the 21-semester hour requirement.
- d. Participants will be required to take the following courses for an MBA.

BUSN 6060	Applied Business Statistics
BUSN 6120	Managerial Economics
BUSN 6200	Business Policies and Strategies
MRKT 5000	Marketing
FINC 5000	Business Finance
FINC 5880	Advanced Corporate Finance
One 3 SH Elective Course	
(Total 21 credit hours)	

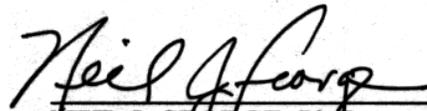
- 4. JCSOS and JCWS graduates without a conferred master's degree will be required to enroll in the 36-semester hour MBA program, but the Computer Assisted Simulation Logistics Planning Management, Operations Analysis and Management, and Organizational Planning courses will provide 9 credit hours transfer credit and substitute for BUSN 6080, BUSN 6110, and MNGT 5590 respectively, bringing the required Webster University coursework to 27 semester hours after satisfying MBA prerequisite requirements.
- 5. Graduates of the JCSOS or JCWS may enroll in other Webster University master of arts degree programs and will receive credit for their JCSOS and JCWS coursework. The credits which are awarded will vary based on the degree program selected and will be identified and approved by an academic advisor.
- 6. Award of credits for JCSOS and JCWS coursework will be effective with the first JCSOS and JCWS classes conducted under the current program of instruction.
- 7. The Webster University MBA degree program may be taken online or the MBA or MA program may be taken at any Webster University campus offering the program. The tuition cost will vary depending upon location and format.
- 8. Requirements for admission to Webster University are as follows:
 - a. Completion of a bachelor's degree from a regionally accredited college or university or approved by Webster University and submission of an official transcript reflecting conferral of degree. Students applying for a sequential degree program must submit official transcripts for both undergraduate and graduate degrees reflecting conferral of degree.
 - b. Completion and submission of the Webster University graduate school application form with applicable application fee.

- c. Participants in this program will not be required to complete separate graduate entrance examinations such as Graduate Record Exam (GRE), Graduate Management Admission Test (GMAT), or Miller's Analogy Test (MAT). Letters of recommendation will not be required.
9. All students should consult the academic policies and procedures section of the current Webster University Graduate Studies Catalog concerning admission, enrollment and academic policies.
10. The Memorandum of Understanding will be effective upon the approval of and signing by the below participants to the agreement.



ROOSEVELT MERCER, JR.
Brigadier General, USAF
Commandant

20 NOV 02
Date



NEIL J. GEORGE, Ph.D.
Executive Vice President, and
Vice President for Academic Affairs
Webster University

20 NOV 2002
Date