MEMORANDUM OF AGREEMENT

This agreement is entered into between the Office of the Air Force General Counsel, Dispute Resolution Division (SAF/GCD), and the Air Force Air University (AU), to provide for the establishment, funding, staffing, and ongoing operations of the Air Force Negotiation Center of Excellence (NCE).

PREAMBLE

Air University is the premier provider of Air Force professional development, leadership, and management education and training. The Dispute Resolution Division of the Air Force General Counsel's office, a recognized leader in the fields of negotiation, dispute resolution, and conflict management, has been charged with making negotiation and conflict management an Air Force corporate capability. AU and SAF/GCD together intend to create a Negotiation Center of Excellence that will make effective negotiations an Air Force capability and thus contribute significantly to accomplishment of the Air Force mission. Therefore, AU and SAF/GCD agree as follows:

I. THE NEGOTIATION CENTER OF EXCELLENCE.

The NCE will establish and maintain effective negotiation skills as a corporate Air Force capability by doing the following:

- Coordinate and deliver Air Force negotiation training. The NCE will deliver negotiation training consistent with the SAF/GCD negotiation model and ensure that Air Force negotiation instruction provided by other components or contractors is consistent with the SAF/GCD model.

- Support deployment and integration of the Air Force negotiation model Air Force-wide. Support the application of the SAF/GCD negotiation model to substantive areas (such as DP and AQ) and to interagency working groups to enhance the negotiation capabilities of Air Force personnel.

- Develop and sustain an Air Force negotiation infrastructure to transform individual negotiations into a business process and a corporate Air Force capability.

II. ROLES AND RESPONSIBILITIES OF SAF/GCD AND AU.

SAF/GC and AU will partner closely on all aspects of the development, integration, synchronization and marketing of the NCE (details in Attachment A). AU will have primary responsibility for the sustainment of the NCE. The parties agree to coordinate their efforts and, to the maximum extent practicable, employ a consensus approach to the sustainment of the NCE.

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PROJECT SCHEDULE (ATTACHMENT A)

ACTIVITY DATE

Establishment of the NCE and Outreach

Assembling the team (create positions, budgeting, funding, and hiring to staff and support NCE)
Entering into alliances and partnerships (e.g., Harvard University, Pepperdine University, Ohio State University, University of Missouri, Defense Acquisition University, selected Coalition allies)
Refining the SAF/GCD Negotiation Model
Targeting areas with strategic level or high value negotiations to which to apply the negotiation model on a systematic basis
Agree on the sequence for deployment of the negotiation model
Develop and refine E-tools, E-learning, and knowledge management systems to support NCE
Develop and deploy communication plan to market NCE (to include articles explaining the vision, mission, and planned activities of the NCE)

Integrate Negotiation Training into All AF Professional Development

Professional military education courses (such as Officer Training School, Air and Space Basic Course, and Wing Commander courses)
Civilian professional development courses
Specialized continuing education courses
Defense Acquisition University courses

Synchronize NCE Capabilities with Other AF and DOD Initiatives

These efforts would include, but not be limited to, the following areas:
- National Security Personnel System
- Acquisition, Technology, and Logistics matters
- Bi-lingual, bi-cultural DOD initiative
- Interagency task force challenges
- Stability operations
- Air Force operations (including deployment)

Sustainment of the NCE

AF-wide negotiation training and continuous improvement of our negotiation model and e-tools for negotiations
Regular coordination meetings
Budget and fund ongoing operations of NCE

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A. Role and Responsibilities of SAF/GCD.

1. SAF/GCD will make NCE a top priority and dedicate personnel as required and desirable to help NCE become a reality and to support NCE on an ongoing basis.
2. SAF/GCD will assist AU in forging partnerships with programs and organizations such as the Harvard Program on Negotiation ("PON").
3. SAF/GCD will seek budget authority and provide such funding as is available for initial establishment and ongoing operation of the NCE.
4. SAF/GCD will assist AU in synchronizing NCE capabilities with AF and DOD initiatives such as the National Security Personnel System (NSPS) and Force Development, and in identifying new areas into which negotiation training should be deployed.

B. AU Role and Responsibilities.

1. AU will fund one or more adjunct faculty to staff the NCE and will also dedicate one or more manpower authorizations to the NCE.
2. AU will budget for and fund the operations of the NCE, including in-residence training courses.
3. AU will take the lead on integrating negotiation training into all AF professional development education and training.
4. AU will support the synchronization of NCE capabilities with other AF and DOD initiatives.
5. AU will be responsible for providing office space, classrooms, computers, and student billeting for the NCE.

III. PROJECT SCHEDULE.

The parties will meet as soon as possible to work out the details of a joint project schedule with milestone dates. **[See last page for a draft]**

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WHEREFORE, the parties have indicated their agreement by the signatures of their authorized representatives below.

For Air University:

Date: 11 AUG 2005

For SAF/GCD:

Date: 11 Aug 2005

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