

MEMORANDUM OF AGREEMENT

This Memorandum of Agreement is made between the National Defense University (NDU) and the United States Air Force Negotiation Center of Excellence (a partnership of the Air Force General Counsel's Office and Air University).

1. PURPOSE: The purpose of this agreement is to forge a system of mutual support between NDU and the Air Force Negotiation Center of Excellence (NCE) to enhance the missions of each. The negotiation training that is being conducted by the Air Force ADR Program (part of the Dispute Resolution Division of the Air Force General Counsel's office), and the further negotiation research and education being conducted by the NCE, complement the efforts of NDU's subordinate colleges as well as its Interagency Transformation, Education, and After Action Review (ITEA) program. Improving conflict management, negotiation, and collaboration skills is critical for the enhancement of interagency cooperation. By working together, NDU and the NCE can mutually benefit from their respective proficiencies.

2. BACKGROUND: The NCE has been established within Air University, the premier provider of Air Force military and civilian professional development and leadership research, , education and training, as a partnership of Air University and the Air Force General Counsel's office. The mission of the NCE is to make conflict management and negotiation skills a corporate Air Force capability by:

- Coordinating and delivering appropriate negotiation training and education consistent with the Air Force negotiation model
- Supporting integration and deployment of appropriate negotiation model(s) Air Force-wide, to substantive areas as diverse as warfighting, personnel, and acquisition, and to the interagency and joint operations arenas
- Developing and sustaining a negotiation infrastructure to transform individual negotiations into a corporate Air Force capability
- Supporting and conducting continuing research in negotiation theory and application

NDU is the nation's foremost institution of professional military education. Two of NDU's colleges are focused on preparing future leaders of the Armed Forces, State Department, and other civilian agencies for high-level policy, command, and staff responsibilities. NDU has also established the ITEA program to address the need for improvement in interagency planning and cooperation in responding to complex crises. Today's global environment requires that the United States be prepared to conduct contingency operations that involve not only military concerns but political, economic, and social/humanitarian dimensions as well. Such operations are likely to involve numerous responders from within the federal government, foreign governmental entities, and non-governmental organizations, each with their own mission and organizational culture.

In June 2005, the Office of Force Transformation, Office of the Secretary of Defense, requested the Air Force and NDU partner to build on the Air Force negotiation initiative to develop a common framework for learning negotiation and collaboration skills needed in the interagency context. Both the Air Force and NDU have endorsed the concept and believe that such collaboration will enhance and enrich their respective missions.

3. OBJECTIVE AND SCOPE: The objective of the partnership for NDU is to utilize the assistance of the Air Force NCE to deliver world-class training in conflict management and negotiation skills for DOD and other departments of the federal government actively participating in NDU programs. The objective for the NCE is to avail itself of the resources and experience of NDU and its ITEA program to enrich its negotiation education and training and gain access to a broader national and international audience for its initiatives.

4. REFERENCES AND DEFINITIONS:

- a. Memorandum from Secretary of the Air Force to President, NDU, 6 September 2005, subject: Advancing a Collaborative Culture for the National Security Team.
- b. Memorandum from President, NDU to Acting Secretary of the Air Force, 12 October 2005, subject: NDU Partnership with the Air Force Alternative Dispute Resolution Program.

5. SPECIFIC RESPONSIBILITIES/AUTHORITY (the enumerated roles and responsibilities are not exclusive and the parties may agree to undertake additional ones):

a. Roles and Responsibilities of the Air Force:

(1) The Air Force will make available to NDU the negotiation education and training modules it is currently developing for NCE course offerings in 2006 and beyond.

(2) The Air Force will devote resources to a cooperative effort to adapt the NCE course offerings to the interagency context. Among the course offerings that are being developed are offerings in basic interest-based negotiation, cross-cultural negotiation, and multi-party negotiation. The Air Force also is willing to consider the detail of a graduate student co-op, if available, to NDU/ITEA on at least a part-time basis to assist in this effort.

(3) The Air Force NCE will, if it is available, provide financial support to NDU/ITEA to assist with travel and other expenses occasioned by this partnership on an as-required basis.

(4) The Air Force NCE will provide faculty to NDU/ITEA on an as-agreed basis to assist in the roll-out of new education modules.

(5) The Air Force will make available its negotiation e-tools for NDU's use in teaching exercises (subject to license terms as applicable).

b. Roles and Responsibilities of NDU:

(1) NDU will make its facilities available for conferences and other events to be co-sponsored by NDU and the Air Force NCE on an as-agreed basis.

(2) NDU will make available to the Air Force NCE its current education modules—i.e., the environmental, players, and process modules—for the NCE's use in adapting negotiation education to the interagency context and for incorporation into NCE course offerings.

(3) NDU will make available to the Air Force NCE its faculty, students, and other resources on an as-agreed basis to provide content for the development of negotiation exercises that will be shared by both institutions.

(4) NDU will make available its faculty on an as-agreed basis to participate in teaching NCE courses.

6. COORDINATION CONTACTS:

For the NCE and Air University:

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For the Air Force General Counsel's office:

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7. RESOURCES:

a. **Funding.** The Air Force NCE will, if it is available, provide financial support to NDU/ITEA to assist with travel and other expenses occasioned by this partnership on an as-required basis.

b. **Manpower.** The Air Force also is willing to consider the detail of a graduate student co-op, if available, to NDU/ITEA on at least a part-time basis to assist in this effort.

c. **Other Support.** NDU will make its facilities available for conferences and other events to be co-sponsored by NDU and the Air Force NCE on an as-agreed basis.

8. EFFECTIVE DATE AND TERMINATION: This MOA is effective as of the date of execution, and will remain effective until amended by mutual agreement or until terminated. Either party upon 60 days written notice may

terminate this MOA. Termination must be in writing and signed by the approving officials or their designated personnel.

9. APPROVAL: All parties identified below agree to the provisions and terms of the MOA.

**National Defense University
President**

General Counsel, United States Air Force

Name: _____

Name: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

**Air Force Negotiation Center of Excellence/Air University
Commandant, Air University**

Name: _____

Signature: _____

Date: _____