DEFENSE SECURITY COOPERATION AGENCY

WASHINGTON, DC 20301-2800

AUG 09 2004

In reply refer to:
I-04/010207-OPS

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE ARMY
(DEFENSE EXPORTS AND COOPERATION)
(DASA(DE&C)) DEPARTMENT OF THE ARMY

DEPUTY ASSISTANT SECRETARY OF THE NAVY
(INTERNATIONAL PROGRAMS)
DEPARTMENT OF THE NAVY

DEPUTY UNDER SECRETARY OF THE AIR FORCE
(INTERNATIONAL AFFAIRS)
DEPARTMENT OF THE AIR FORCE

SUBJECT: Administration of Global Master of Arts Program (GMAP) II (DSCA 04-18)

REFERENCE: Memorandum of Understanding (MOU) between DSCA and Tufts University dated 26 March 2003

The purpose of this memorandum (with attachments) is to provide program guidance for implementing the GMAP II program in conjunction with reference MOU.

Background. On 27 September 2001, DSCA announced a series of initiatives to improve the professional skills of DoD's International Affairs Workforce. Included in these initiatives is a graduate degree program for mid-career international affairs personnel.

In November 2001, Director, DSCA accepted the Foreign Military Sales (FMS) Reinvention Training and Career Development Integrated Process Team recommendation to adopt the Tufts University GMAP II as the graduate studies program of choice for the international affairs community. The program was endorsed by senior MILDEP representatives at the 26 November 2001 Security Cooperation 5 meeting.

Program Description. The GMAP II is a 12-month course of study in International Affairs leading to a Global Master of Arts degree from the Fletcher School of Law and Diplomacy at Tufts University. GMAP II is specifically designed for mid-career level professionals. The program combines three two-week residency sessions with an internet-based course of study. The one-year program is presented in trimester form with

three courses presented in each of the first and second trimesters, and two courses plus a thesis in the third trimester.

Program Sponsorship. The Washington Headquarters Services (WHS) provides personnel and other administrative support for the Office of the Secretary of Defense and other DoD activities. WHS endorsed the GMAP II as a DoD-sponsored program. The WHS web site that identifies GMAP II as a DoD-sponsored program for GS-12 through GS-15 civilians is: https://www.mykrc.org/outside/clpDoDSponsoredIndex.jsp.

Goals. The GMAP II is intended to enhance the skills of selected civilian and military personnel working in international affairs positions. By participating with other international affairs professionals from various organizations, backgrounds, and cultures, DoD international affairs personnel will improve their knowledge, skills and personal networks leading to quick, effective solutions to the challenges of an ever-changing world.

Appendices. Appendix A provides the program responsibilities to include recruitment and program funding. Appendix A has two attachments – Attachment 1, a matrix of GMAP II program responsibilities and Attachment 2, a flow chart of the GMAP II selection process. Appendix B provides the Supplemental Application Instructions in conjunction with the detailed student admission/selection process. Appendix C is the Applicant Acknowledgements regarding: 1) part- or full-time status granted by their owning organization, and 2) service commitment requirements should they be accepted into the program.

Richard J. Millies

Richard J. Millies
Acting Director

Attachments:
Appendix A – Program Responsibilities w/Atchs
Appendix B – Supplemental Applicant Information
Appendix C – Applicant Acknowledgements

APPENDIX A
GLOBAL MASTER OF ARTS (GMAP) II
PROGRAM RESPONSIBILITIES AND GENERAL GUIDANCE

DSCA has overall responsibility for the graduate studies program. Refer to Attachment 1 of this Appendix. In this regard, DSCA, in coordination with MILDEPs and DISAM, programs the annual resources necessary to support the attendance of DoD students whose positions are funded from FMS funds.

1. The Defense Institute for Security Assistance Management (DISAM), as DSCA's center for professional development of the International Affairs Workforce, is the Executive Agent for day-to-day management and oversight of the graduate studies program, and as such, shall:

   a. Be responsible for conducting a program evaluation upon the graduation of each GMAP II class.

   b. Establish and administer the Educational Support Agreement (ESA) regarding all DSCA sponsored DoD students, including those who are funded from sources other than the FMS Administrative Fund.

   c. Establish and maintain a working level relationship with the Fletcher School for conduct of the program, and serve as ombudsman for the MILDEPs with the Fletcher School/Tufts University and DSCA.

   d. Conduct the annual student selection process, in coordination with MILDEPs and the Fletcher School (see attached responsibilities matrix and flowchart, Attachments 1 and 2 to this Appendix).

   e. Provide a research topics database in coordination with the Fletcher School to support GMAP students' research efforts. This database is also available for a number of other research opportunities (such as PME students' research projects).

   f. With DSCA/OPS-ADMIN, publicize the program throughout DoD non-MILDEP security assistance organizations/agencies, and assist the MILDEPs in their efforts to publicize the program. Establish an application process for non-MILDEP DoD personnel. DISAM will maintain comprehensive information on its website to include links to each MILDEP's program information/POC.

   g. Recruit applicants and nominate three (3) qualified non-MILDEP DoD primary candidates (military or civilian) and one (1) alternate candidate (military or civilian) for the GMAP II each year.

h. Track the career progress of GMAP graduates.

2. The Military Departments shall:

a. Publicize and establish a recruiting program within their respective Departments. This will include website information to include current POC(s) for their respective programs.

b. Recruit and nominate qualified candidates for the GMAP II each year in the following numbers:

1) Army: Six (6) primary and two (2) alternate candidates

2) Navy/USMC/USCG: Seven (7) primary and two (2) alternate candidates

3) Air Force: Six (6) primary and two (2) alternate candidates

c. Should the MILDEPs have additional qualified candidates beyond the numbers shown in 2.b. above, the associated packages should be sent to DISAM. In turn, DISAM will determine the status of those packages and notify the MILDEP and Tufts accordingly.

d. Ensure sufficient flexibility in candidates' work schedules to allow for completion of required study and research, and the three two-week residency sessions. Each MILDEP will have the prerogative of establishing a full- or part-time status for their respective students in line with their respective Service's education and training policies. Regardless of that status, supervisory personnel are encouraged to provide the best opportunity for their respective students to succeed. This could include varying levels of on/off-duty time for the student as curriculum and agency mission requirements allow.

e. The MILDEPs will provide research topics to DISAM for incorporation into the research database with an initial contact for each topic submitted.

3. Funding & Costs:

a. DoD participants will be funded as follows:

1) DSCA will centrally fund the tuition costs for up to 22 FMS Admin funded personnel per year.

2) DISAM and MILDEPs will utilize appropriate funding for all tuition and fees for military personnel and civilian personnel in non-FMS funded positions.

b. Student transportation costs for the three residencies will be funded from additional MILDEP resources. Room, board, and group transportation at the residency sessions are included in tuition costs.

c. Students will be responsible for establishing/maintaining their individual internet service. A laptop computer is provided by Tufts, and is included in tuition costs for each student. Upon graduation that laptop reverts to the owning MILDEP or Agency. (It is the property of the US Government, not the student or Tufts.)

ATTACHMENT 1

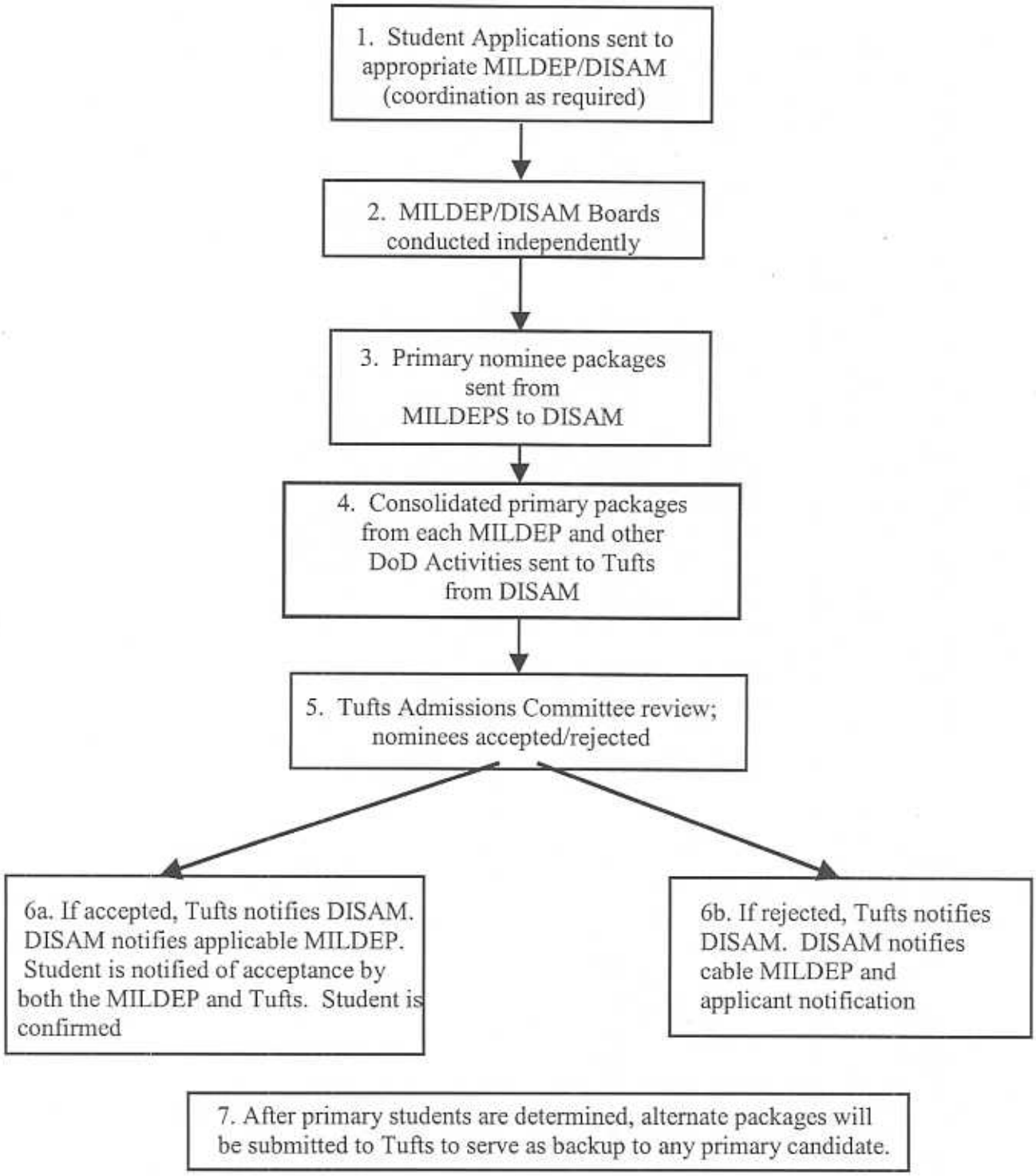
DELINEATION OF GMAP II PROGRAM RESPONSIBILITIES

Criteria	DSCA/MILDEP Responsibility	Tufts Responsibility
Marketing for prospective students	❑ Promote awareness ❑ Identify targeted applicant pool (e.g., via supervisors) ❑ Ensure recruiting and sufficient funding for DoD personnel. Aggregate FMS Admin for full complement of 22 students ❑ Ensure DoD sponsorship of program ❑ Forward to DISAM all DoD application packages by due date	❑ Assist with DoD's promotion, as solicited by DoD ❑ Fill 11-14 additional class quotas from the non-DoD IA community (i.e. from other government agencies, industry, and foreign governments)
Applicant eligibility determination	❑ Review based on: o Actual contributions to Sec Coop/IA program o Demonstrated ability and willingness to progress in the field o Organizational endorsement as to the applicant's potential	❑ Forward to appropriate Board, without further comment, any application received from a DoD employee inadvertently sent to Tufts directly by applicant ❑ Ensure applicant meets all academic criteria/ standards (only after package received from DoD Board(s); see below)
Applicant selection process	❑ Individual MILDEP and DSCA Boards identify desired candidates from applicant pool within established quotas (or within overall ceiling of 22) ❑ DISAM will coord with MILDEPS should quotas need realignment based on applicant pool ❑ For any DoD applications disapproved by Tufts, DISAM will submit alternate candidate packages to Tufts, if available	❑ Selected by Tufts, but *only after* receipt of consolidated applicant package from each Board ❑ Based on applicant's academic background vis-à-vis program admittance requirements ❑ Notify DISAM of applicants not approved (& rationale) for admission to Tufts

Applicant approval process	❑ Each MILDEP Board shall forward to DISAM its consolidated package (to denote both primary and alternate candidates) ❑ DISAM will consolidate all inputs from MILDEP Boards, incorporate submissions from other DoD activities, and forward to Tufts, on or before application deadline ❑ Notify applicants for whom package was not forwarded to Tufts (for either primary or alternate status) ❑ Notify alternates that were not approved by Tufts ❑ Notify each MILDEP and other DoD activities of applicants approved by Tufts	❑ Notify applicant of approval ❑ Simultaneously, notify DISAM of applicant approval
Student interactions once program has begun	❑ Address/clarify funding issues, if any exist ❑ Address any concerns with DoD's involvement in program	❑ Communication with accepted students encouraged to address all academic and quality of life aspects of program

Attachment 2

GMAP II Student Selection Process



APPENDIX B
GLOBAL MASTER OF ARTS (GMAP) II
SUPPLEMENTAL APPLICANT INFORMATION AND SELECTION PROCESS

SUPPLEMENTAL INFORMATION

1. Basic Candidate Qualifications:

   a. DoD Qualifications. While anyone may apply for this program, the primary targeted audience possesses all of the following:

      1) A minimum of 8 years of professional experience (not necessarily all in international affairs)

      2) Current mid-career professional in a position with international affairs responsibilities Bachelor's degree (or equivalent) required with recommended undergraduate GPA of 2.5 or higher (out of 4.0). Subsequent degrees or post-graduate work will be considered. (Tufts advises that greatest success is achieved when applicants have an undergraduate GPA of 3.0 or better.)

      3) Demonstrated intellectual ability, including current or potential language proficiency. Students receiving GMAP degrees must pass a Tufts administered language proficiency exam demonstrating a "limited working proficiency" in speaking and "general professional proficiency" in reading. Limited working proficiency in speaking is defined as "able to satisfy routine demands and limited work requirements. Can handle routine work-related interactions that are limited in scope." General professional proficiency in reading is defined as "able to read within a normal range of speed and with almost complete comprehension on a variety of authentic prose material on unfamiliar subjects."

      4) Demonstrated leadership potential and the desire to succeed in the international arena.

   b. Tufts Qualifications. See Tufts website at www.fletcher.tufts.edu/gmap.shtml.

2. Specific application procedures and an outline of the overall admissions process are contained in this appendix. The DoD application requirements supplement those of the Fletcher School—covering only those requirements unique to the DoD process.

The purpose of the additional DoD requirements is to eliminate confusion while ensuring necessary information is provided to the potential student and his or her organization.

3. Post-Schooling Commitment:

   a. Civilian Applicants: A three-year extended duty commitment to continue U.S. DoD service in the international affairs arena.

   b. Military Applicants: An active duty service commitment in accordance with their specific MILDEP policy.

APPLICATION AND SELECTION OUTLINE

The following process will be used in candidate processing and selection for GMAP II:

1. Applicants will accomplish all requirements and supply all supporting documents required within the Tufts standard application process (www.fletcher.tufts.edu/gmap.shtml) with the following additions/clarification.

   a. Two letters of recommendation are required; one must be from their current immediate supervisor. Letters are to be signed, sealed, and enclosed in the applicant package as required by Tufts. MILDEPs/DISAM will open these letters for evaluation.

   b. A sponsorship letter is required from the applicant's unit commander or DoD component head. (In the case of Combatant Command members – command staff or SAO personnel – a letter must come from appropriate Combatant Command staff directorate (i.e., J4/J5). Individual's commander should be one of the letters of recommendation.) Required comments: (1) identify the funding source of personnel billet of the applicant (i.e., O&M, FMS Case, FMS Admin, or personal funds); (2) confirm funds are available/not available in the coming FY for the applicant's education, if the applicant is other than FMS funded; (3) confirm sponsoring activity will be able to fund cost of transportation to and from the residency sessions; and (4) provide a statement acknowledging the type of study time support to be made available to the applicant in order to successfully complete the program, i.e., whether full- or part-time status is given.

   c. The applicant is responsible for the application fee. The applicant is to include in the application package sent to their POC, a check for this fee in the amount, and to the payee, specified in the Tufts/Fletcher application instructions. On their essay responses, applicants should note the applicability of GMAP II to

their international affairs responsibilities, current or desired, and the three biggest issue/concerns their organization faces in carrying out its international affairs mission.

d. The cost and financial aid statement in the Tufts application package is not applicable to government-sponsored applicants.

e. Each applicant will sign a statement acknowledging full- or part-time status of his or her participation in GMAP II and the service commitment incurred (civilian/military). This statement can be taken from the DISAM website.

2. Once the application is complete, the applicant is required to forward the original application package through his/her local chain of command (includes Combatant Command Staff Directorate for Combatant Command personnel) for the required endorsement and forwarding to the appropriate POC. The deadline for application packages to reach DISAM (for non-MILDEP DOD) or the applicable MILDEP POC is 1 August of the year preceding class start.

3. Each MILDEP and DISAM will conduct respective selection processes for their applicants, and nominate candidates (See previous Appendix, attachment 2 for flow of packages).

4. MILDEPs will forward their nomination packages to DISAM arriving NLT 10 August. DISAM will ensure all nomination packages and application fees are forwarded to Fletcher School, arriving NLT 15 August.

5. Fletcher School GMAP II admissions committee will review candidates' application packages forwarded by MILDEPs and DISAM.

6. As soon as possible, admission notification for those selected will be sent by the Fletcher School to DISAM/MILDEP POCs, who will in turn notify the individual via their chain of command. The Fletcher School will notify those admitted as well. Notifications will be made as timely as possible to give as much notice as possible to each student. Applicants not selected will be notified by their respective MILDEP/DISAM POC, with as much feedback as possible in order for the prospective applicant to improve chances for a successful submission at a future date. For each non-selected applicant, DISAM and/or the MILDEP will forward an alternate candidate package (through DISAM) to Tufts for consideration.

7. Students will begin courses in March of the following calendar year.

APPENDIX C

GLOBAL MASTER OF ARTS (GMAP) II
APPLICANT ACKNOWLEDGEMENTS
(Participating DoD Personnel Only)

Acknowledgement of both of the following areas is required to be nominated/selected for this program.

1. Full-Time or Part-Time Status Statement of Understanding (Initial as applicable):

_____ I understand that GMAP II will be my full-time responsibility for the appropriate academic period specified by the enrollment.

_____ I understand that GMAP II is a part-time endeavor on my part for the appropriate academic period specified by the enrollment. My normal duties are factored into my decision to participate in GMAP II and I will work with my individual supervisory chain to facilitate the satisfactory completion of this program.

2. Service Commitment Statement of Understanding (Initial as applicable):

_____ (Civilian Personnel) I understand that upon completion of GMAP II, I am expected to continue for at least three (3) years within the DoD International Affairs Workforce. Failure to do so could result in my reimbursement to the DoD for costs associated with this program.

_____ (Military Personnel) I understand that upon completion of GMAP II, I will incur an active duty service commitment per the established policies of my military/service department.

Signature: _____

Date: _____