

PROGRAM MODIFICATION PROPOSAL FORM

Name of Institution: University of South Carolina, Darla Moore School of Business

Briefly state the nature of the proposed modification (e.g., adding a new concentration, extending the program to a new site, curriculum change, etc.):

Addition of two Professional Master of Business Administration (PMBA) program sites:

- Marine Corps Recruit Depot Parris Island, Building 923, 355 Chosin Reservoir Rd, MCRD Parris Island, SC 29905
- Marine Corps Air Station, Building 596, Geiger Blvd., MCAS Beaufort, SC 29904

Current Name of Program (include degree designation and all concentrations, options, and tracks):

Professional MBA Program

Degree earned: MBA

Concentrations in Finance, Innovation/Entrepreneurship, International Business and Marketing

Graduate Certificate in Business Analytics

Track: Banking

Proposed Name of Program (include degree designation and all concentrations, options, and tracks):

Same as above

Program Designation:

- | | | |
|---|---|---|
| <input type="checkbox"/> Associate's Degree | x | Master's Degree |
| <input type="checkbox"/> Bachelor's Degree: 4 Year | | <input type="checkbox"/> Specialist |
| <input type="checkbox"/> Bachelor's Degree: 5 Year
Ph.D. and DMA) | | <input type="checkbox"/> Doctoral Degree: Research/Scholarship (e.g., |
| <input type="checkbox"/> Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.) | | |

Does the program currently qualify for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes
X No

If No, should the program be considered for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes
X No

Proposed Date of Implementation: January 2019

CIP Code: 50201

Current delivery site(s) and modes:

- Aiken: USC Aiken - Business and Education Building
- Bluffton: USC Beaufort South – Library
- Charleston: USC Moore School of Business Charleston Classrooms, 151 Market St.
- Charlotte: USC Moore School of Business Charlotte Classrooms, BB&T Center, 200 S. College St., Suite 110
- Columbia: USC Moore School of Business
- Greenville: USC Moore School of Business Greenville Classrooms, 201 Riverplace, Suite 300
- Spartanburg: USC Upstate – George Dean Johnson Jr. College of Business and Economics

Professional MBA courses are offered in blended learning formats: regional classrooms, on-demand course capture in real time and time delayed for watching later, and daylong immersions on the Columbia campus. Students have the options of attending classes in any of the regional classrooms, in real-time and time delayed during a seven week term.

Of the nine core courses, only MGMT 770 (Competing through People) is offered in an immersion format at the USC Columbia campus. This class meets one Saturday a month for a full day for three consecutive months. The other eight core courses are in seven-week terms meeting one night per week in the format described below.

During a seven-week course, professors teach one night per week live from the Darla Moore School of Business using video conferencing technology to create discussions and interactions between the regional classrooms as well as with students attending class in real time online. Students can communicate in real time with the professors and their classmates. These classes are captured and available beginning the following morning in a time delay format for students who were not able to attend the live class the night before. These recordings are available for the rest of the academic term to students.

Electives are taught as immersion courses and seven-week term courses. Some of the electives may include a Saturday morning or afternoon class on the USC Columbia once or twice during the seven week term.

Proposed delivery site(s) and modes:

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Professional MBA courses are offered in blended learning formats: regional classrooms, on-demand course capture in real time and delay, and daylong immersions on the Columbia campus.

Program Contact Information (name, title, telephone number, and email address):

Dr. Satish Jayachandran
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Darla Moore School of Business
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Institutional Approvals and Dates of Approval:

University of South Carolina Board of Trustees: April 20, 2018
Memorandum of Understanding (Attached) Signed: May 23, 2018

Background Information

Provide a detailed description of the proposed modification, including target audience, centrality to institutional mission, and relation to strategic plan.

The proposed modification allows the Darla Moore School of Business (DMSB) at the University of South Carolina - Columbia to add two regional classrooms/instructional sites as requested by the U.S. Marine Corps for the PMBA Program. The PMBA program is available through regional classrooms, on-demand course capture in real time and delay and daylong immersions on the Columbia campus. These sites will host 50% or more of the curriculum for the Professional MBA Program and a full proposal is being submitted to SACS as well for approval.

The target audience is eligible active duty Marines, other government employees, and their families. Video conferencing equipment will be available in each classroom at the two sites and provides real time communication with the professors in the DMSB classrooms during class time as well as between PMBA sites. Classrooms will contain a Polycom RealPresence Group 500 System, two 65" monitors, 2 ceiling microphones, and an Eagle Eye IV camera. Because the PMBA program has successfully been delivering blended Master's level education since the 1970s, and the technology is already in place in Columbia and our other locations, we are well-positioned to implement Parris Island and the MCAS as approved instructional sites.

The primary mission of the University of South Carolina Columbia is the education of the state's citizens through teaching, research, creative activity, and community engagement. The mission statement also notes that the University has a responsibility to students with diverse backgrounds, goals, and aspirations, to foster career development and quality of life. The ability of the PMBA program to help more mature professionals in South Carolina and nearby areas, as opposed to more traditional populations, is enhanced by the existence of instructional locations in several areas of the state and in Charlotte, NC.

The mission of the DMSB is as follows: *to foster a dynamic and collegial environment that serves our two most important goals: the creation of knowledge and the education of future business leaders. We produce rigorous and relevant research that enriches the understanding and practice of business. We develop graduates whose professional expertise, skills, and leadership are*

enhanced by a unique understanding of the global marketplace. Through our service and our achievements in research and education, we contribute to the welfare of our main constituents: our students, alumni, University, state and business partners.

Further, goals that continue to be a part of the DMSB's planning include improving the quality of asynchronous PMBA program delivery, and standardizing the quality of our synchronous delivery of PMBA programing. Over the last three years, instructional grants have been awarded to select PMBA faculty to promote innovation in the use of blended learning models, with attention to effective use of asynchronous as well as video conferencing delivery modes. Support for these initiatives is also provided through funding an instructional design professional focused on facilitating innovation in instruction. The DMSB is also committed to improving access to our programs, including PMBA. The initiative to gain instructional site approval for Parris Island and Marine Corps Air Station is consistent with a number of elements of this mission and the goals noted here. The ability to deliver content to these sites allows us to do the following: reach more future business leaders, contribute to our student, alumni, University, state, and business constituents in this area of our state, utilize innovative technology-based teaching on a broader scale, and to serve more members of our military community by enhancing their ability to engage with the PMBA program.

Assessment of Need

Provide an assessment of the need for the program modification for the institution, the state, the region, and beyond, if applicable.

The Program utilizes almost all of the instructional media noted in the University mission statement to extend its reach: distance learning via the internet, teleconference, and other digital communication media, complemented by classroom teaching in Columbia. The approval of these two requested instructional sites facilitates the University's *relevance, reach, and impact on the people of the state* by enabling eligible active duty Marines, government employees, and their families, who don't live or work near Columbia, to engage in high-quality, flexible education in furthering their careers and personal development. In turn, these students continue to enhance the social and economic environment in our state and region.

Transfer and Articulation

Identify any special articulation agreements for the modified proposed program. Provide the articulation agreement or Memorandum of Agreement/Understanding.

Signed Memorandum of Understanding (MOU) attached.

Description of the Program

Projected Enrollment						
Year	Fall Headcount				ount	
	New	Total	New	Total	New	Total
2019			5	5	0	5
2020	5	10	5	15	0	15
2021	5	20	5	25	0	25
2022	5	30	5	35	0	35

Explain how the enrollment projections were calculated.

The PMBA Program admits students to the fall and spring terms only. The above enrollments were based on five new students starting each of those terms and the previous five continuing enrollment. These are conservative projections based on the number of eligible candidates on the two military installations.

Curriculum

Attach a curriculum sheet identifying the courses required for the program. (Attachment A)

Curriculum Changes

Courses Eliminated from Program	Courses Added to Program	Core Courses Modified
N/A	N/A	N/A

New Courses

List and provide course descriptions for new courses.

N/A

Similar Programs in South Carolina offered by Public and Independent Institutions

Identify the similar programs offered and describe the similarities and differences for each program.

Program Name and Designation	Total Credit Hours	Institution	Similarities	Differences
MBA	33	Charleston Southern University	Both programs provide blended and evening classes.	Charleston Southern University (CSU) does not provide regional classrooms and Saturday classes and requires prerequisites. USC PMBA provides Saturday class days on the Columbia campus and no prerequisites. PMBA curriculum includes concentration in international business
MBA Corporate	49	Clemson University	Both programs provide evening classes	Clemson University (CU) does not provide regional classrooms. CU curriculum allows for 3 electives while USC PMBA has 7 electives. USC provides alternative ways to attend class through on demand in real time and delay.
MBA	36	Winthrop University	Both programs provide evening classes	Winthrop University No regional classrooms
MBA Entrepreneurship	49	Clemson University	Both programs provide online and select weekend classes on campus	Clemson (CU) does not have regional classrooms. USC does not have the depth of entrepreneurial electives that CU does

Faculty

State whether new faculty, staff or administrative personnel are needed to implement the program modification; if so, discuss the plan and timeline for hiring the personnel. Provide a brief explanation of any personnel reassignment as a result of the proposed program modification.

One part-time site manager/coordinator will be hired to oversee the two instructional sites to manage all student concerns that may arise, act as a liaison with the Marine Corps and operate the Polycom technology before, during , and after classes are held. Until the new sites are operational, the PMBA Charleston site manager will be the point of contact for the Education Services Officer of the Marine Corps.

No new faculty with the addition of these two sites. Student services are provided to all PMBA students by student services managers that work in the Moore School of Business.

Resources

Identify new library, instructional equipment and facilities needed to support the modified program.

Library Resources:

Equipment:

Facilities:

No new library resources are needed. Students can login to the USC-Columbia Thomas Cooper Library to access journals, databases, etc. to meet their needs. Video conferencing equipment discussed previously will be purchased by the Marine Corps. The Marine Corps will not charge a fee to use this rooms at PMBA classrooms. Each of the buildings are used for education services to the Marines, federal employees and family members of the Marines. They consist of standard classrooms, offices for the educational services staff and associated employees.

Impact on Existing Programs

Will the proposed program impact existing degree programs or services at the institution (e.g., course offerings or enrollment)? If yes, explain

Yes

No

Financial Support

Estimated Sources of Financing for the New Costs						
Category	1st (FY 19)	2nd (FY 20)	3rd (FY 21)	4th (FY 22)	5th (FY 23)	Total
Tuition Funding to the University						
Tuition Funding to the DMSB	\$25,935	\$207,480	\$337,155	\$363,900	\$311,220	\$1,245,690
Program-Specific Fees	1,590	5,560	8,535	9,130	7,940	32,755
Federal, Grant, or Other Funding						
Total	\$27,525	\$213,040	\$345,690	\$373,030	\$319,160	\$1,278,445
Estimated New Costs by Year						
Category	1st (FY 19)	2nd (FY 20)	3rd (FY 21)	4th (FY 22)	5th (FY 23)	Total
Program Administration and Faculty and Staff Salaries	\$11,800	\$21,600	\$21,600	\$21,600	\$21,600	\$98,200
Facilities, Equipment, Supplies, and Materials						
Library Resources						
Other**	2,627	24,882	41,861	45,698	40,229	\$155,297
Total	\$14,427	\$46,482	\$63,461	\$67,298	\$61,829	\$253,497
Net Total (i.e., Sources of Financing Minus Estimated New Costs)	\$13,098	\$166,558	\$282,229	\$305,732	\$257,331	\$1,024,948

Notes

*Tuition is \$741 per credit hour

**Central USC technology expense, admission costs and board mandated fees

***Please refer to the MOU, Sections 2.1 and 2.2.1 which states the classroom and office space to be provided by the MCRD and MCAS Beaufort at no charge to USC.

Budget Justification

Provide a brief explanation for all new costs and sources of financing identified in the Financial Support table.

The sources of financing are generated through student tuition enrolled at the two new instructional sites. New costs listed are for a part-time evening coordinator to staff the sites during class time Monday through Thursday, 5:00 pm to 9:00 pm.

Evaluation and Assessment

Program Objectives	Student Learning Outcomes Aligned to Program Objectives	Methods of Assessment
<p>The PMBA is designed for working professionals who aspire to corporate leadership positions. The overall goal of the PMBA program is to develop skills which will assist our graduates in advancing their careers in business.</p>	<p>1. Students will be able to engage in effective business communication, with competencies demonstrated for both oral and written communication.</p>	<p>Students are assessed using case analyses in MGMT 770. Students are assessed using a rubric which provides for rating student performance. A score of "Meets Expectations" is considered meeting this learning outcome. The program works with the Office of Institutional Research, Assessment and Analytics to review the assessment and make necessary edits if needed.</p>
	<p>2. Students will acquire in-depth knowledge in the core foundational courses of business to understand the operations of the modern business corporation.</p>	<p>Students are assessed using exam questions in ACCT 728 and ACCT 729. Seventy-five percent of the students are expected to correctly answer selected questions related to business acumen. The program works with the Office of Institutional Research, Assessment and Analytics to review the assessment and make necessary edits if needed.</p>
	<p>3. Students will examine the role of quantitative data in managerial decision-making. They will</p>	<p>Students will be assessed using exam questions in the Quantitative Methods course. Seventy-five</p>

	<p>understand the importance of roles of different types of data (financial, economic, accounting, etc.). Utilize appropriate format for presentation of data.</p>	<p>percent of students are expected to correctly answer selected questions related to data driven decision making. The program works with the Office of Institutional Research, Assessment and Analytics to review the assessment and make necessary edits if needed.</p>

Will any the proposed modification impact the way the program is evaluated and assessed? If yes, explain.

- Yes
- No

Will the proposed modification affect or result in program-specific accreditation? If yes, explain; and, if the modification will result in the program seeking program-specific accreditation, provide the institution’s plans to seek accreditation, including the expected timeline.

- Yes
- No

The Moore School of Business is accredited by AACSB – International and accordingly must continually meet select accreditation standards such as mission and strategic management, learning and teaching, and academic and professional engagement of students and faculty. As one of the Moore School’s MBA programs, the Professional MBA program is under constant review for quality instruction, relevant content and strong student engagement.

Will the proposed modification affect or lead to licensure or certification? If yes, identify the licensure or certification.

Yes

No

Explain how the program will prepare students for this licensure or certification.

If the program is an Educator Preparation Program, does the proposed certification area require national recognition from a Specialized Professional Association (SPA)? If yes, describe the institution's plans to seek national recognition, including the expected timeline.

Yes

No

Degree Requirements (48 Hours)

The degree requirements include the following courses in the Moore School of Business:

Course Work (27 Hours)

ACCT 728 - Financial Accounting
ACCT 729 - Managerial Accounting
MGSC 711 - Quantitative Methods in Business
ECON 720 - Managerial Economics
FINA 760 - Financial Policies
MBAD 702 - Strategic Management
MGMT 770 - Competing through People
MGSC 791 - Operations Management
MKTG 701 - Marketing Management

Elective courses in the Moore School of Business (21 Hours)

These electives are chosen from a number of approved elective offerings of the Moore School of Business.

To complete the international business concentration, students are required to take four of their seven electives in international business. One of these electives must be IBUS 750, an offshore learning experience.

Finance Concentration

An emphasis in finance will prepare students for senior positions in financial service industries such as banking and investment management firms, as well as corporate finance positions. Finance courses provide a core set of skills in financial modeling, valuation, mergers and acquisitions, risk management, financial reporting and analysis.

Two courses are required for the concentration:

FINA 761 - Advanced Financial Management
FINA 762 - Investment Management

Two other courses are to be selected from the following list:

FINA 737 - Derivative Products and Analysis
FINA 746 - Risk Management
FINA 756 - Financial Statement Analysis
FINA 765 - Management of Financial Institutions
FINA 767 - Real Estate Finance
FINA 770 - Fixed-Income Securities

FINA 773 - Project Finance
IBUS 701 - International Financial Management
Innovation and Entrepreneurship Concentration

The innovation and entrepreneurship concentration focuses on providing PMBA students with the skills and competencies needed to excel in the following areas:

developing and launching new ventures, whether as standalone entities or as new businesses within established corporations

managing and funding small businesses and scalable new ventures

directing the development of new products and services

ensuring that appropriate strategies are in place to protect/appropriate the value associated with these new ideas and initiatives

Four electives may be selected from the following:

MGMT 733 - Strategic Management of Technology and Innovation

IBUS 709 - International Intellectual Property Management

IBUS 790 - Specialized Study in International Business

MGMT 777 - Innovation and New Venture Analysis

MGMT 778 - Small Business Management

MGMT 780 - Entrepreneurial Finance and the Dynamics of Emerging

Ventures= FINA 780

MGSC 779 - Innovation and Design

MGSC 872 - Project Management

Marketing Concentration

Marketing managers must see customers, products and services as assets. The PMBA Marketing Concentration builds skills in marketing strategy, research and consumer behavior. Courses in customer relationship management/datamining and internet marketing are also offered.

Four electives may be selected from the following:

MKTG 702 - Marketing Research

MKTG 704 - Consumer Behavior

MKTG 705 - Marketing Communications

MKTG 707 - Product and Branding Policies

MKTG 708 - Customer Relationship Management and Data Mining

MKTG 712 - Topics in Marketing Thought and Practice

MKTG 715 - Pricing Strategy and Analysis

MKTG 717 - Marketing Spreadsheet Modeling

P.M.B.A. Banking Track

The banking track of the Professional MBA program is designed for students and graduates of several graduate schools of banking. Students in the banking track take 13 courses (the 9 core courses and 4 electives).

MEMORANDUM OF UNDERSTANDING
BETWEEN
MARINE CORPS AIR STATION BEAUFORT, SOUTH CAROLINA (MCAS BEAUFORT)
MARINE CORPS RECRUIT DEPOT PARRIS ISLAND, SOUTH CAROLINA (MCRD PARRIS ISLAND)
AND
UNIVERSITY OF SOUTH CAROLINA (USC)
DARLA MOORE SCHOOL OF BUSINESS, UNIVERSITY OF SOUTH CAROLINA (DMSB)
TO PROVIDE
THE PROFESSIONAL MASTER OF BUSINESS ADMINISTRATION PROGRAM
ABOARD
MARINE CORPS RECRUIT DEPOT PARRIS ISLAND, SOUTH CAROLINA
MARINE CORPS AIR STATION BEAUFORT, SOUTH CAROLINA
M60169-U029-17 0712

This is a Memorandum of Understanding (MOU) between MCAS Beaufort, MCRD Parris Island and USE, DMSB. When referred to collectively, MCAS Beaufort, MCRD Parris Island and USC, DMSB are referred to as the "Parties".

1. PURPOSE. The purpose of this agreement is to provide guidelines and procedures for the delivery of educational services to active duty personnel, reservists, eligible retired military personnel, Department of Defense employees, civilians, and adult family members of the previously mentioned categories aboard MCRD Parris Island and/or MCAS Beaufort. This MOU is not to be construed in any way as giving rise to a contractual obligation of Marine Corps funds to USC, DMSB which would be contrary to federal law.

2. UNDERSTANDING OF THE PARTIES. In support of this MOU, it is understood that:

2.1. MCRD Parris Island will:

2.1.1. Provide an office and classroom, Monday through Thursday from 1700 to 2100, when classes are in session, aboard MCRD Parris Island, in the Voluntary Education workspaces. The Commanding General, MCRD Parris Island will determine and specify available office and classroom. This includes office/classroom furniture and internet/data connections. Spaces provided by the Government will also include structural repairs, heating/air conditioning, electricity, plumbing, and pest control. The installation also provides dumpster for trash disposal, firefighting services, and security/police services.

2.2. MCAS Beaufort will:

2.2.1. Provide an office and classroom, Monday through Thursday from 1700 to 2100, when classes are in session, in the Voluntary Education workspaces. The Commanding Officer, MCAS Beaufort will determine and specify available office and classroom. This includes office/classroom furniture and internet/data connections. Spaces provided by the Government will also include structural repairs, heating/air conditioning, electricity, plumbing, and pest control. The installation also provides dumpster for trash disposal, firefighting services, and security/police services.

2.2.2. Designate the Education Services Officer (ESO), MCAS Beaufort and MCRD Parris Island, to maintain a continuing liaison with the designated College Representative and be responsible for inspections and the acceptance of DMSB's services. The ESO will provide assistance to the DMSB representative to provide military and Marine Corps cultural orientation to DMSB personnel.

2.2.3. Be responsible for disseminating any College publicity through the Education Offices to available media at MCAS Beaufort and MCRD Parris Island.

2.3. DMSB shall:

2.3.1. Appoint and designate a College Representative to maintain continuing liaison with the ESO of MCAS Beaufort and MCRD Parris Island.

2.3.2. Provide the ESO, six (6) months in advance, with a proposed schedule of classes.

2.3.3. Brief the ESO in advance and provide written notice of class cancelations.

2.3.4. Communicate all registration procedures with respect to classes taught by DMSB.

2.3.5. Send all press releases for the Installation newspaper or other available media to the ESO for screening.

2.3.6. Provide course work at the current, prevailing In-State rate for the term in which the student is registered. This In-State rate applies to active duty military students, family members of active duty, and government employees attending courses aboard the Installation.

2.3.7. With the written consent of the student, as provided on the Tuition Assistance (TA) Authorization, furnish a roster of student final grades attainment within 30 calendar days following course completion to Commanding Officer, NETPDTC (CODE NB115), 6490 Saufley Field Road, Pensacola, FL 32509-5241 for all military personnel receiving TA from the Marine Corps. Also provide a roster of TA students who dropped at no charge to the Government with the original TA Form, if not already returned. Copies of these rosters will also be provided to the ESO.

2.3.8. Ensure that the programs provided under this MOU are fully evaluated and approved by the accrediting association at the same time that the home campus is evaluated. DMSB shall provide the ESO with copies of accreditation evaluation reports that are applicable to MCAS Beaufort and/or MCRD Parris Island, or a copy of the accrediting association's refusal to evaluate. All costs of accreditation visits shall be borne by DMSB.

2.3.9. Ensure that administrative staff of DMSB shall have an educational and experiential background commensurate with positions of comparable authority and responsibility at DMSB's home campus.

2.3.10. Provide for the continuing professional development of its staff and provide its faculty various enrichment opportunities including regular feedback on teaching performance, periodic workshops on teaching methods, recognition of scholarly achievement, and sponsorship of attendance at relevant academic conferences.

2.3.11. Provide adjunct faculty, academic advisors, and other support.

2.3.12. Provide the ESO, fifteen (15) days prior to the registration period of each term, a list of instructors with information pertaining to the

subject(s) each instructor is scheduled to teach. DMSB is solely responsible for making teaching assignments and ensuring that substitute instructors are available to meet class requirements.

2.3.13. Ensure that the qualifications of faculty who teach in programs under this MOU are comparable to those of its home campus facility; the same criteria for appointment and re-appointment must be applied, and by the same approval process.

2.3.14. Provide a faculty guide and an orientation program to acquaint faculty with the military way of life and its community, and to emphasize the understanding and acceptance of Marine Corps institutional values and goals.

2.3.15. Ensure that curricula contents, course contents and sequences are determined through formal academic processes and that they are comparable to home campus courses and curricula. The curricula shall lead to degrees or certificates based on the completion of a coherent program designed to assure the mastery of specific knowledge and skills. The DMSB shall also accommodate the non-traditional (i.e. absences due to duty) needs of students in the Marine Corps community to the extent that this is possible without compromising quality.

2.3.16. Require that faculty is available to students for consultation outside of class time.

2.3.17. Monitor student's academic progress and keep students advised on their current academic standing.

2.3.18. Arrange for special laboratory or shop equipment necessary for certain courses or programs to be provided to each location where such courses or programs are being provided. Personal computers and/or laptops are not provided by DMSB. Students are expected to provide their own personal computers and/or laptops.

2.3.19. Implement measures that ensure course expectations are thoroughly and effectively identified for students by faculty, both orally and in the course syllabi.

2.3.20. Ensure adequate print and non-print media resources to support all courses that are offered and available at the MCRD Parris Island and at the MCAS Beaufort library facilities, on site DMSB resource area, and/or via electronic transmission. Special resources for individual courses, including copies of relevant periodicals, should be placed in the MCRD Parris Island and the MCAS Beaufort libraries or made available by the DMSB.

2.3.21. Provide a full range of academic support services to students, tailored as appropriate to their non-traditional needs. These services shall include providing a listing of course offerings and details of financial aid; placement services available; student disciplinary policies; academic advisement and assistance with curriculum planning; record keeping and transcript services and provision of a current catalog that specifies admission standards; degree requirements, course descriptions; term load limitations; definition of grades and explanation of grading policies; explanation of conditions under which credit earned at other institutions may be applicable to the students; degree programs; and DMSB's policy concerning student absences and academic integrity. DMSB shall

also provide the ESO all relevant information on the academic programs and ensure that this information is current.

2.3.22. Submit required TA documents to the Commanding Officer, NETPDTC NB111/Marine Corps Group through the Wide Area Work Flow (WAWF) no later than thirty (30) calendar days following course completion, but no earlier than after the ADD/DROP period. DMSB shall submit TA information to the Government only for valid TA documents approved by the appropriate Voluntary Education (VolEd) personnel. TA documents and information shall be submitted by DMSB in accordance with the USC MOU with the DoD and U. S. Marine Corps Addendum dated 29 July 2014.

2.3.23. Be responsible for collection of tuition fees not payable by the Government.

2.3.24. Insure that safety and health standards are maintained while classes are being conducted.

2.3.25. Be responsible for offering all required classes and sufficient electives to enable an individual to complete the degree/program within two (2) years. These courses must not infringe on other on-base MCAS Beaufort or MCRD Parris Island MOUs.

2.3.26. Make no changes to degrees/certificates offered aboard MCRD Parris Island or MCAS Beaufort without modification to this MOU prior to implementation.

2.3.27. Provide all office equipment for operations of school office.

2.3.28. Unless a claim is cognizable under 28 U.S.C. §§ 2671-2680, release and waive all claims against the United States, its agents, officers and employees arising out of the use of MCRD Parris Island facilities, equipment, supplies and services, by DMSB, its officers, agents and employees. USC agrees it will be responsible for the conduct of its officers and employees arising out of the performance of this MOU only to the extent permitted and limited by the laws of South Carolina, including the South Carolina Tort Claims Act, subject to the availability of appropriations and in proportion to and to the extent that such liability for damages is caused by or results from the acts of DMSB, its officers, employees, or agents.

2.3.29. Certify that it has a standard comprehensive general liability policy in the amount of \$500,000 per occurrence and \$1,000,000 aggregate. If requested, DMSB shall supply the Commanding Officer, MCAS Beaufort with such evidence of coverage. DMSB certifies that all employees visiting the installation to transact business shall have automobile bodily injury and property damage insurance in an amount sufficient to comply with state insurance requirements. Additionally, DMSB shall certify that it has workers' compensation insurance in the amount sufficient to comply with applicable state and federal laws and regulations for all employees visiting the installation to transact business.

3. ACADEMIC PROGRAM. DMSB shall offer the Professional Master of Business Administration (PMBA) program.

4. ADMISSION, REGISTRATION, AND EVALUATION

4.1. Admission to DMSB programs shall be governed by the current standards and procedures for student admissions as stated in the current DMSB catalog.

4.2. Registration shall be conducted on-line. DMSB staff shall provide assistance as needed in a virtual format.

4.3. Qualified family members of military personnel, government employees and their family members, and other civilians shall be permitted to participate in the programs on a space available basis.

4.4. Classes shall be conducted when a mutually agreed upon (between the ESO and DMSB) minimum number of students have been officially enrolled into the class. The minimum number of students is one (1).

4.5. DMSB recognizes that the Commanding Officer, MCAS Beaufort cannot guarantee any specific number of students for programs or classes.

4.6. Registrants receiving TA will present, at registration, an application that has been approved by the ESO. DMSB will require students using TA to obtain an authorized TA form prior to the start of the term.

5. SCOPE OF WORK. DMSB shall provide education services including, but not be limited to, degree programs, certificate programs, courses, student services, administrative services and library support services at MCRD Parris Island and/or MCAS Beaufort, for a period of five (5) years with annual reviews. Changes during this period may only be made by mutual written agreement. DMSB may make an offer to provide other programs or group of programs at their option. DMSB will be required to submit technical proposals which set forth detailed, accurate and complete information to enable the Government to evaluate the DMSB's capability to perform the agreement.

6. PLACE OF PERFORMANCE. Performance shall take place in facilities, as directed by the ESO, aboard MCRD Parris Island and/or MCAS Beaufort.

7. SPECIFIC TASKS

7.1. DMSB shall draft, implement, refine, and successfully deliver complete academic program(s) (e.g., degree/certificate programs and courses) aboard MCRD Parris Island and/or MCAS Beaufort within the parameters of this MOU.

7.2. DMSB has sole responsibility for the development of instructional materials, classroom presentation, course related testing, class records, recording of attendance, related instructional activities and awarding of degrees, in accordance with the terms of this MOU and the DMSB's policy.

7.3. Programs and courses conducted under this MOU shall be selected from the current DMSB catalog of programs offered on the home campus, taught by fully qualified faculty, and shall carry identical credit values and represent the same content and experience as on the home campus. Transcripts and diplomas shall make no differentiation between credits earned on campus and credits earned through programs offered under this MOU.

7.4. DMSB shall offer only those courses approved by the ESO that provide credit for the Professional Master of Business Administration program.

7.5. DMSB shall submit to the ESO for review, at least six (6) months prior to anticipated semester start, projected courses/curriculum planned by the DMSB over the next year period. The ESO, in consultation with all other education institutions on board MCAS Beaufort and MCRD Parris Island, will schedule an annual meeting with all institutions to develop a final schedule of courses, to reduce duplication of course offerings to the maximum extent possible. The revised list will constitute those courses which the DMSB is committed to offer during the specific term. The DMSB shall not deviate from the revised schedule without the approval of the ESO. The DMSB shall then disseminate and publish this approved schedule. The Government does not guarantee provision of any set number of enrollments in a course.

7.6. During the first two (2) calendar days of each term, each instructor shall provide a syllabus to the students and shall establish and publish a schedule of instructor office hours.

7.7. DMSB shall supply equipment needed to conduct courses in conformance with accrediting agency standards.

7.8. Withdrawal of students, whether at the student's or the DMSB's request, shall be in accordance with the USC's current requirements and fees at the time of withdrawal. However, withdrawal of students due to unforeseen military commitments shall not be the basis for any special charge to the student. The ESO shall determine unforeseen military commitments.

7.9. To withdraw from any course or program covered by this agreement, a student will submit an "application for withdrawal" to USC and the ESO. The effective date of the withdrawal shall be the date the "application for withdrawal" was submitted to USC. If the withdrawing student used TA, and a refund is due, appropriate refund shall be made to the student and the government, by DMSB, as determined by the tuition refund schedule and amounts developed by the University of South Carolina (USC) Bursar's office. The refund policy applies to tuition fees only.

7.10. USC shall pay tuition refunds (not just provide the student a credit) when the student has filed a withdrawal as outlined in USC's catalog.

7.11. Students and the U.S. Government shall be promptly refunded any tuition fees paid to USC if a scheduled course does not materialize for any reason. Refunds to the Government for withdrawals shall normally be deducted from the invoice covering the classes from which the withdrawal occurred. The refund line items should make specific reference to the withdrawal occurrence. The refund line items should make specific reference to the individuals} and course number(s). Checks for refunds to the United States Government arising out of termination of courses or student withdrawal from a course shall be drawn in favor of the Treasurer of the United States, and must be sent by the DMSB to: Commanding Officer, NETPDTC NB115/Marine Corps Group, 6490 Saufley Field Road, Pensacola, FL 32509-5241. Refunds to withdrawing students and the Government will be made within thirty (30) calendar days of the withdrawal.

7.12. Determination to cancel, modify, or delay a scheduled class resides with the ESO and the DMSB. Institutions requesting cancellation, modification, or delay require ESO approval.

7.13. A student who exceeds the number of authorized absences from class meetings, as specified in the DMSB's catalog, or 25% of the class meetings, whichever is less, shall require the instructor's approval to continue in the course; otherwise, the student must submit an application for withdrawal, giving the reason of absence. A student who has excessive absences and does not formally withdraw and does not successfully complete required course work will automatically receive a failing grade.

7.14. DMSB shall issue grades of incomplete in accordance with the DMSB's policy and this MOU.

7.15. A copy of the grades [including failed for Academic Failure (FA), Withdrawal (WD), or Incomplete (IC)] for each student receiving TA, or the equivalent, shall be provided to NETPDT (CODENB115), Pensacola, FL within thirty (30) calendar days of course completion. Use of TA constitutes a waiver of Privacy Act requirements as shown by the applicant's signature.

7.16. DMSB shall award the certificate(s) and degree(s), authorized by this agreement, to students who have successfully completed all requirements. Written notice attesting to degree completion shall be sent to students and ESO within forty-five (45) calendar days after they successfully complete degree requirements.

7.17. Official transcripts shall be provided upon written request to the student in accordance with the DMSB's policy. The student may be charged the DMSB's standard transcript fee for such requests.

7.18. DMSB shall offer financial aid programs and participate in federal financial aid education programs. The DMSB shall be approved for federal financial aid programs and veteran's educational assistance programs for all programs aboard MCRD Parris Island and/or MCAS Beaufort.

7.19. DMSB shall provide administrative services (registration assistance, processing of claims, statistical reporting, etc.) to meet student population.

7.20. DMSB shall furnish to the ESO, no later than ten (10) working days from start of term, a term enrollment summary showing the total enrollments for the term. The summary shall include class name and number, number of active duty military using TA, number of active duty military using veterans assistance, number of others using veterans assistance, number of active duty military paying for themselves, number of dependent students, number of civilian students, and total number of students.

7.21. Each student shall be responsible for paying their own registration fees, if applicable, but these charges may not exceed costs charged by the Institution on their main campus.

7.22. DMSB shall not charge any student penalty fees for change of courses, permit fees, such as vehicle registration or parking fees (unless the student elects to seek enrollment in a class off the installation), research

fees, health fees, etc.

7.23. DMSB shall furnish a Degree Report biannually on the 1st of October and April. This report shall include a listing of students by name, rank, funding source, and degree in addition to who received degrees in the previous half year.

7.24. DMSB shall provide library services to MCRD Parris Island and/or MCAS Beaufort for students in the form of research and reference materials (e.g., books, pamphlets, magazines, etc.) of similar quality to the support provided students on the DMSB's home campus. Services shall also include research and reference material to meet curriculum and program demands. Materials shall be, at a minimum, the required readings of the instructor(s) for a particular course or program; or the ability for the student to access the material electronically, without any inconvenience or charge to the student.

7.25. Additionally, the USC librarian shall continuously evaluate current on-line holdings and resources to ensure compliance with the standards established by the DMSB's accrediting association.

7.26. Each student shall be offered the opportunity to purchase the necessary textbooks and required study materials prior to the scheduled beginning date of the course. Students will be responsible for the purchasing and delivery of their own textbooks and study materials.

7.27. DMSB shall prepare and maintain all records, reports, and files required under this MOU. The Government reserves the right of access to such files at any time during the MOU period. At the expiration of this MOU, official copies of all active duty military files/records shall be provided to the Government.

7.28. DMSB shall develop/produce, not later than ninety (90) calendar days after signing this MOU, and keep current a standard bulletin or catalog outlining its program aboard MCRD Parris Island and/or MCAS Beaufort and shall provide it to the ESO. This standard bulletin or catalog may include program offerings to other Military Departments in the area but the courses and programs listed must be contained in home campus catalog and offered on the home campus.

7.29. DMSB shall send a representative to Career and Education Fair(s) held aboard the installations to represent the DMSB's program and answer questions.

7.30. DMSB shall ensure all marketing products (print, radio, television, or outdoor) produced by DMSB personnel working aboard MCRD Parris Island and MCAS Beaufort shall be approved by the ESO prior to publication or broadcast.

7.31. DMSB shall exercise proper security precautions to protect Government furnished equipment, DMSB furnished equipment, and personal property of Government and DMSB's employees from loss, damage, and theft (e.g., lock all doors and windows at conclusion of day or class, notify Military Police of security violations, etc.).

8. PERSONNEL. Each Party is responsible for all costs of its personnel, including pay and benefits, support, and travel. Each party is responsible for supervision and management of its personnel.

8.1. DMSB shall provide sufficient work force to satisfactorily perform the services required by this MOU. This includes management/supervisory personnel to oversee and assure the efficient performance of the services designated herein.

8.2. DMSB employed personnel shall be familiar with military TA program policy, Veterans educational benefits, and the DMSB's degree requirements in a student's field of interest.

8.3. DMSB employed instructors shall have the necessary educational credentials (at least equal to an instructor of the same subject on the DMSB's main campus) to teach in that program and shall have a current resume on file in the DMSB's base office.

8.4. DMSB's employees, shall either be citizens of the United States, or shall carry a valid U.S. Immigration Alien/Registration Card. It is the DMSB's responsibility to require such proof before each worker becomes an official employee of the DMSB on the installation.

8.5. DMSB's employees shall observe and comply with all installation rules and regulations applicable to this MOU (including those applicable to the operation of equipment and vehicles, and security). Copies of pertinent installation rules and regulations may be requested from the ESO prior to commencement of services.

8.6. The Government may require DMSB to remove from the job site any employee found to be under the influence of alcohol, drugs, or any other incapacitating agent. The removal from the job site of such person(s) shall not relieve the DMSB of the requirement to provide sufficient personnel to perform adequate and timely services.

8.7. All DMSB personnel working aboard the installation shall obtain from the installation Pass and I.D. Office the necessary Government-issued DMSB identification badges and vehicle registration required.

8.8. DMSB shall establish a minimum dress standard to assure that all personnel are properly attired. Those personnel dealing directly with the students shall present a neat, clean, and professional appearance.

8.9. Employment of off-duty military personnel or Government civilian employees by the DMSB is permissible provided such employment does not conflict with the policies set forth in DOD Inst. 5500.7-R, Joint Ethics Regulations. However, Government personnel employed in the administration of this MOU will be excluded from such employment because of conflict of interest. It is understood that such personnel are acting as private citizens.

9. QUALITY CONTROL

9.1. Accepted academic practice and standards of the appropriate accrediting associations, the Southern Association of Colleges and Schools (SACS) and the Association to Advance Collegiate Schools of Business (AACSB International), shall be adhered to and the frequencies/requirements for the inspections shall be stated. Procedures and methods shall be comprehensive in scope and records shall be complete and easy to understand.

9.2. DMSB shall include a customer grievance procedure which shall describe how course participants, instructors, or other interested parties may identify problem areas and situations to the DMSB.

9.3. DMSB shall comply with the reporting requirements of the SACS and the AACSB International. Results of accrediting associations' inspection reports shall be made available to the ESO within thirty (30) calendar days of completion, with corrective actions and the time lines in which the actions will be completed.

9.4. DMSB shall maintain a record of all inspections, accreditation reports, and self-evaluations conducted and corrective actions taken. Such records shall be made available to the Government upon request.

10. GOVERNMENT ADMINISTRATION OF MOU

10.1. Day-to-Day Administration. The Government will have an on-site ESO to handle the day-to-day responsibilities of administrating, inspecting, overseeing, and evaluating the MOU performance. The ESO will be available to meet with the DMSB's personnel required to assure a smooth, continuous operation of the functions, and provide Government assistance.

10.2. Quality Assurance. The Government quality assurance inspection procedures will consist primarily of reviewing TA forms, and other related forms, transcripts (on active duty personnel) and reports. Additionally, various aspects of the DMSB's performance will be subject to spot checks and unannounced inspections or may be monitored by Government personnel to insure that military members are receiving accurate information in regards to their entitlements.

10.3. Instructor's curriculum, class outlines, and course syllabus, may be reviewed by the ESO upon request to the DMSB. The Government may also monitor any class, group of classes, or program at their discretion. Copies of a course evaluation provided by the ESO to gain student feedback shall be distributed by the DMSB, collected and returned directly to the ESO during the last week of class.

10.4. DMSB shall cooperate fully with Government representatives who conduct quality assurance inspections.

11. GOVERNMENT FURNISHED PROPERTY/SERVICES. MCAS Beaufort will:

11.1. As available, provide the DMSB, without charge, and for use only in connection with the performance of this MOU, a dedicated video-teleconferencing system, provided by Marine Corps Community Services, and installed in a classroom designated for DMSB class meetings, and any other items identified herein as Government-Furnished Property.

11.2. Provide assistance to the DMSB in publicizing their educational programs in the installation newspaper, bulletin boards, etc. on a routine and continuing basis. The DMSB shall submit such information to the ESO for review, approval, and publication.

11.3. Provide necessary directives in the form of TA Bulletins and Invoicing policies to assist the DMSB.

11.4. Provide guidance to the DMSB when new directives or regulations are published, new forms or reports are required, and as needed to assist the DMSB when clarification is required.

12. DMSB FURNISHED PROPERTY/SERVICES. DMSB shall:

12.1. Provide sufficient staff (office personnel and instructors) and supplies (except those identified as Government furnished equipment) to fully perform the requirements of the MOU. The office hours shall be posted in the DMSB's offices and provided to the ESO annually or as changes occur. The DMSB may also use the office spaces at night and/or weekends.

12.2. Provide all support equipment required, such as calculators, computers, copy machines, fax machines, office furniture, consumable office supplies, etc., needed to provide its administrative and academic services.

12.3. Provide housekeeping, on a regular and continuing basis, in the assigned office space(s) and classroom(s) provided to the DMSB by the Government.

12.4. Provide the ESO with a complete listing of all office staff personnel, their titles and/or positions, and telephone numbers. Changes shall be provided to the ESO as they occur. The DMSB shall notify the ESO which office number(s) are to be published in the installation telephone directory.

12.5. Be responsible for furnishing all supplies, equipment and services necessary (with the exception of Government furnished items stated herein) without additional cost to the Government.

12.6. Ensure classrooms shall be left neat, clean and in a tidy manner (all trash removed), furniture rearranged as originally found, lights turned off, and doors and windows closed and locked, upon vacating premises at the conclusion of each class. Garbage is NOT to be left in the classrooms.

12.7. Obtain local telephone service through the installation system to support the services described herein. The DMSB shall be charged for this service in accordance with the rates established for all other installation customers. Long distance service shall be obtained by the DMSB through the long distance company of their choice.

12.8. Ensure delinquent student accounts are the responsibility of the use.

12.9. If required, cooperate with any successor to effect an orderly and efficient transition. All services shall be maintained by the DMSB at the required level of proficiency during any required phase-out period.

12.10. Provide data, internet, and telephone lines and services to DMSB's office(s) and classroom(s).

13. INSPECTION AND ACCEPTANCE

13.1. DMSB shall allow the government to conduct an inspection

of the instruction offered, instructional and related materials, and student and personnel records at any time during normal working hours.

13.2. The government may engage an outside noncompetitive agency to independently evaluate all programs and the DMSB's performance. The DMSB shall cooperate fully in such evaluation and make any records available to the evaluator.

14. DELIVERIES OF PERFORMANCE. Performance under this MOU will be aboard MCRD Parris Island and/or MCAS Beaufort and shall commence within ninety (90) calendar days after the last party signs the MOU.

15. MOU ADMINISTRATION DATA. All MOU administration functions will be accomplished by the DMSB. All verbal inquiries and written correspondence relative to this MOU, by reference or document incorporated in this MOU by reference or otherwise of any DMSB's rules and regulations, the provisions of the MOU shall govern.

16. CONSTRUCTIVE CHANGES/PERSONAL SERVICE (DMSB office)

16.1. You are hereby informed that no individual, other than the ESO, possesses the authority to direct you in any way to alter your obligations or change the statement of work in this MOU. If the Government does desire to alter your obligations or to change the statement of work, changes will be issued in writing and signed by the ESO. You should take no action on any change unless and until you receive such a written request.

16.2. You are further informed that no persons, including the ESO may direct your employees in such manner as to create an employer/employee relationship. The test of the relationship is observatio, which is proper, as opposed to supervision, which is not.

17. INSTALLATION REGULATIONS. The DMSB and its employees shall become acquainted with, and obey, all installation regulations as applies to the operations of the functions described herein, and as applied to personnel employed aboard MCRD Parris Island and/or MCAS Beaufort.

18. SECURITY

18.1. DMSB shall comply with all installation security requirements.

18.2.. The DMSB shall submit to the ESO the name, address, and date of birth for each employee hired for work, under this MOU, and any other forms to be completed as may be required by the installations' security managers, at least ten (10) business days prior to the first class meeting. The DMSB is responsible for the conduct of its employees while aboard a federal installation. All personnel shall be informed that the Government has the authority to conduct unannounced security inspections within the confines of any federal installation.

18.3. The DMSB shall submit to the ESO the name, address, and date of birth for each non-DoD civilian student attending class aboard MCRD Parris Island and/or MCAS Beaufort, under this MOU, and any other forms to be completed as may be required by the installations' security managers, at least ten (10) business days prior to the first class meeting. All personnel shall be informed that the Government has the authority 'to conduct unannounced security inspections within the confines of any federal installation.

18.4. Neither DMSB nor any of its employees shall disclose nor cause to disseminate any information concerning the operations of the activity that could result in or increase the likelihood of the possibility of a breach of the installation security or interrupt the continuity of its operations.

18.5. Disclosure of information relating to the services hereunder to any person not entitled to receive it, or failure to safeguard any sensitive information that may come to the DMSB or any person under his/her control in connection with DMSB or any person under its employment connected with work under this MOU, may subject the DMSB, or its employees, to criminal liability under 18 U.S.C. , Section 793 and 798.

18.6. All inquiries, comments, or complaints arising from any matter observed, experienced, or learned, as a result of, or in connection with, the performance of this MOU, the resolution of which may require the dissemination of official information will be directed to the ESO.

18.7. Deviations from any of the provisions of this paragraph will, in addition to all other criminal and civil remedies, provided by law, subject this MOU to immediate cancellation.

18.8. The Government has the right to refuse access to a federal installation to any person at any time.

18.9. Installation regulations are outlined in Air Station Order P5500.1 and Depot Order 5500.1E. Copies of these regulations will be provide to DMSB by the ESO.

19. ACCESS TO BUILDINGS

19.1 Key(s) will be issued to the DMSB by the Government to obtain access to buildings and facilities provided to the DMSB for use in supplying the services designated in this MOU. It shall be the DMSB's responsibility, under all circumstances during the term of this MOU, to open and secure the building and facilities at the end of each class.

19.2. Should any discrepancies occur, e.g., key loss, locks jimmed, etc., the Government shall be notified before the end of the workday concerning the problem. The DMSB shall be responsible for the cost of replacing keys that are lost by any of the DMSB's employees. If a lock requires replacement/rekeying because of a security breach caused by the negligence of the DMSB or its employees, the cost of this effort shall be borne by the DMSB.

20. TUITION ASSISTANCE (TA) PROGRAM

20.1. DMSB shall adhere to all provisions of the Marine Corps Tuition Assistance Program as required in the University of South Carolina's MOU with the DoD and U. S. Marine Corps Addendum, dated 29 July 2014. This MOU is available at <https://www.dodmou.com/InstitutionViewSignature/GetFile?institutionid=912>

21. IT IS MUTUALLY UNDERSTOOD THAT:

21.1. Any change in the structure of tuition or tuition charges will be given, in writing, to the ESO within five (5) business days of being announced by

USE .

21.2. This MOU is subject to mutual agreement of DMSB and MCAS Beaufort or MCRD Parris Island, and may be modified, at any time, if all parties so agree.

21.3. All parties agree to abide by all elements of the MOU.

22. TERM. This MOU shall be continuous for a period of five (5) years from the date below with annual reviews or, until terminated by either party.

23. GENERAL PROVISIONS:

23.1. POINTS OF CONTACT: The following points of contact will be used by the Parties to communicate in the implementation of this MOU. Each Party may change its point of contact upon reasonable notice to the other Party.

23.1.1. For the Commanding Officer, MCAS Beaufort-

23.1.1.1. Primary: W. Mark Story, 843-228-7754/2132,
Warren.story@usmc. mil

23.1.1.2. Alternate: C. David Ellard, 843-228-6777,
Charles.ellard@usmc-mccs. org

23.1.2. For the Darla Moore School of Business-

23.1.2.1. Primary: Libby Hendley, 803-777-6845,
libbyh@moore. sc.edu

23.1.2.2. Alternate: William Prothro, 803-983-5475,
William.prothro@moore. sc.edu

23.2. CORRESPONDENCE: All correspondence to be sent and notices to be given pursuant to this MOU will be addressed, if to the Commanding Officer, MCAS Beaufort, to-

23.2.1. Commanding Officer
MCAS Beaufort
Attn: Comptroller/Reimbursable
PO Box 55001
Beaufort, SC 29904-5001

And, if to the Darla Moore School of Business, to-

23.2.2. Moore School Dean
Darla Moore School of Business
University of South Carolina
1014 Greene Street
Columbia, SC 29208

23.3. FUNDS AND MANPOWER: This MOU does not document nor provide for the exchange of funds or manpower between the Parties nor does it make any commitment of funds or resources.

23.4. MODIFICATION OF MOU: This MOU may only be modified by the written agreement of Parties, duly signed by their authorized representatives. This MOU will be reviewed annually on or around the anniversary of its effective date.

23.5. . DISPUTES: Any disputes relating to this MOU will, subject to any applicable law, Executive Order, directive, or instruction, be resolved by consultation between the Parties or in accordance with DoDI 4000.19.

23.6. TERMINATION OF UNDERSTANDING: This MOU may be terminated by written notice at least one hundred eighty (180) calendar days prior to termination date. DMSB may also do the same provided it submits an acceptable teach out plan to the ESO and does not terminate the MOU during an academic term.

24.7. TRANSFERABILITY: This MOU is not transferable except with written consent of the Parties.

23.8. . ENTIRE UNDERSTANDING: It is expressly understood and agreed that this MOU embodies the entire understanding between the Parties regarding the MOU's subject matter.

23.9. EFFECTIVE DATE: This MOU takes effect beginning on the day after the last party signs.

23.10. . EXPIRATION DATE: This MOU expires five (5) years after the last party signs.

Approvals :

FOR MARINE CORPS AIR STATION, BEAUFORT

TIMOTHY P. MILLER
Print
Timothy P. Miller
Sign
10 AUG 18
(Date)

FOR DARLA MOORE SCHOOL OF BUSINESS,
UNIVERSITY OF SOUTH CAROLINA

PETER J. BREWS
Print
Peter Brews
Sign
5-23-18
(Date)

FOR MARINE CORPS RECRUIT DEPOT, PARRIS ISLAND

WM.e IS. ste y
Print
[Signature]
Sign
16 July 2018
(Date)

FOR UNIVERSITY OF SOUTH CAROLINA

;;r-: JttV4;t m-- .
Print
[Signature]
Sign
5-23-18
(Date)