

MEMORANDUM OF UNDERSTANDING
Between
THE UNITED STATES ARMY CYBER CENTER OF EXCELLENCE (CYBER COE)
AND
SAINT LEO UNIVERSITY (SAINT LEO)
For
COLLABORATION IN PROVIDING CYBER TRAINING AND EDUCATION

Cyber CoE #16-268

This Memorandum of Understanding (MOU) is between the United States Army Cyber Center of Excellence (Cyber CoE) and Saint Leo University (SAINT LEO). When referred to collectively, they are referred to as the "Parties."

1. BACKGROUND:

1.1. SAINT LEO is an IRC Section 501(3)(c) nonprofit teaching university headquartered near Tampa, Florida. It enrolls nearly 16,000 students, 2,400 of whom study at University Campus. The remaining are distributed among more than 40 teaching locations in 7 states or online anywhere. Catholic Benedictine monks founded SAINT LEO in 1889. It provides access to education to people of all faiths, emphasizing the Benedictine philosophy of balanced growth in mind, body and spirit. Today it is the third largest Catholic college in America.

1.2. SAINT LEO offers Bachelor's and Master's degrees in business, cyber, education, accounting, social work, criminal justice, theology and other fields, and a Doctorate in Business Administration. It also provides short courses, associate's degrees and graduate certificate programs in a range of topics including, but not limited to: project management, human resources management, marketing research, critical incident management, healthcare management, information security management and sport business.

1.3. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accredits SAINT LEO. Its individual schools and programs are accredited by International Assembly for Collegiate Business Education (IACBE), Accreditation Council for Business Schools & Programs (ACBSP), State of Florida Department of Education, Commission on Sport Management Accreditation and, Commission on Accreditation of the Council on Social Work Education.

1.4. SAINT LEO is licensed or certified where required by the states in which it operates including: Georgia (Nonpublic Postsecondary Education Commission of the Georgia Department of Education), South Carolina (South Carolina Commission on Higher Education, Virginia (State Commission of Higher Education in Virginia (SCHEV).

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1.5. SAINT LEO holds articulation agreements with more than 40 community colleges throughout the U.S. These formal agreements allow credit from these community colleges to transfer directly to credit for SAINT LEO courses.

1.6. National Security Agency (NSA) and Department of Homeland Security (DHS) have designated SAINT LEO a National Center of Academic Excellence in Cyber Defense Education (CAE-CDE). The center is useful to both public and private organizations by providing training and research on current cybersecurity threats and vulnerabilities.

2. Authorities: 10 U.S.C. 2304(c)(3)(B)

3. PURPOSE: The U.S. Army Cyber CoE is pursuing a long-term, strategic partnership with SAINT LEO to access educational, training, and technical resources in support of the Cyber CoE's mission: to build cyberspace/signal/electronic warfare (EW) forces to conduct integrated cyberspace operations and EW; to develop Doctrine, Organization, Training, Material, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) solutions, and; to influence the Army's Science and Technology efforts that lead to capabilities allowing the Army to project power in and through cyberspace and the electromagnetic spectrum.

This MOU between SAINT LEO and the U.S. Army Cyber CoE is for the purpose of fostering a strategic relationship between said Parties. The MOU also describes the objectives and scope of SAINT LEO-provided education and training for the Cyber CoE's mission to be *DoD's recognized experts for cyberspace, signal, and EW, in order to develop DOTMLPF-P solutions that synchronize Warfighting Functions in converging land and cyberspace domains*. The MOU establishes the basic assumptions required to enable effective collaboration and support requirements. Each of the undersigned parties understands and agrees to support the objectives and uphold the responsibilities outlined in this MOU.

The objective of this MOU is to establish a mutually beneficial, cooperative relationship between SAINT LEO and U.S. Army Cyber CoE for the purpose of:

3.1. Developing a nationally recognized Cyber training and mission support capability.

3.2. Delivering education and training, in cyberspace operations, electronic warfare, spectrum management, network transport and information services, network operations and other areas as determined by the Cyber CoE. Emphasis shall be placed on defensive and offensive cyberspace operations/cyber security, information dominance, information operations, cyber-EW convergence, and the like. The intent for curriculum development funding is not Tuition Assistance (TA). TA is regulated by DODI 1322.25, *Voluntary Educational Programs*.

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3.3. Collaborating on and/or co-developing applicable cyberspace capabilities to support Training and Doctrine Command (TRADOC) Capabilities Managers and the Cyber Battle Lab, as the user representative and experimentation support, respectively, for U.S. Army Cyberspace Command (ARCYBER) Joint Force Headquarters-Cyber (JFHQ-C), and other Army cyberspace stakeholders (to include corps and below elements).

3.4. Jointly pursuing appropriate training, mission support, and participation in early acquisition insight test/experimentation venues.

3.5. Exploring internships and participation of students/trainees in relevant activities at each institution.

3.6. Developing courseware as needed and directed by the Cyber and Signal Schools for U.S. Army Career Management Fields (CMF) 25 Signal Corps (SC), 29 Electronic Warfare (EW), 2210, and the new 17 (Cyber) career fields.

3.7. Developing and executing formalized agreements and contractual documents between the parties, such as cooperative agreement, UARC contract, DoD Information Analysis Center (IAC), or similar contractual vehicle to facilitate SAINT LEO support to Fort Gordon stakeholders.

4. RESPONSIBILITIES OF THE PARTIES:

4.1. Cyber CoE will -

4.1.1. Assist in SAINT LEO curriculum development and participate as instructors during seminars and short courses when appropriate.

4.1.2. Provide facilities and equipment in support of these educational programs as needed and agreed upon.

4.1.3. Ensure students have the designated security classification for course requirements.

4.1.4. Facilitate student internships for degree, non-degree and professional education trainees. SAINT LEO students in BS programs and MS programs frequently have a need for co-op and internship opportunities.

4.1.5. Collaborate with SAINT LEO in order to determine possible solutions for cyberspace operations, EW, and communication networks and information service capability gaps.

4.2. SAINT LEO will:

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4.2.1. Collaborate on the possible development of professional education short courses and facilitate undergraduate/graduate educational opportunities within SAINT LEO to meet the needs of the U.S. Army Cyber CoE.

4.2.2. Educational offerings include but are not limited to:

4.2.1.1. **Short Courses:** Cybersecurity Certificates & Continuing Education Units (CEUs) from SAINT LEO – or Short Courses - are educational programs that offer various delivery options and feature speakers such as university professors, civilian experts, and current cyber leaders. Courses provide application information concerning approaches, processes and tools needed to plan, manage and improve organization-level cybersecurity. The courses may be conducted at SAINT LEO, Fort Gordon and other mutually agreed upon locations or online.

4.2.1.2. **Degree Programs:** Bachelor's degree, Graduate Degree and Master's degree programs created by SAINT LEO will be analyzed for their use by Cyber CoE. All will be taught by appropriately credentialed SAINT LEO faculty and all will carry the prescribed academic credit.

4.2.3. Facilitate internships for Cyber CoE professional educators.

4.2.4. Conduct preparatory coursework (such as but not limited to CISSP or CPMI certifications) for subsequent certification testing that may be delivered by others not associated with SAINT LEO.

4.2.5. Conduct Boot Camp courses for personnel who need preparatory classes before joining degree programs.

4.2.6. During student institutional graduation ceremonies, SAINT LEO may be present to deliver an official SAINT LEO certificate of completion and possible transcripts containing the regional awarded college credit.

4.2.7. Present and provide an understanding of cyberspace, and communications networks and information service efforts that SAINT LEO has that may address Army related requirements and gaps.

4.3. To meet the objectives described above, both Parties agree to:

4.3.1. Identify a SAINT LEO senior faculty member and Cyber CoE senior leader as the principal point of contact (or liaison) in each party to apprise the MOU signatories with the progress of collaboration.

4.3.2. Assign Curriculum Development Coordinators for each Party for implementation of the Educational Development part of this MOU.

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4.3.3. Explore the possibility of sponsoring an annual cyber security training event or other educational training events as identified in follow-on meetings (e.g., workshop, exercise, conference, etc.).

4.3.4. Share non-proprietary information through a SAINT LEO/Cyber CoE SharePoint or similar file transfer portal.

4.3.5. Investigate ways to allow non-degree seeking students to enroll in credit courses.

4.3.6. Develop courseware as needed and directed by the Cyber and Signal Schools for CMFs 25 (SC), 29 (EW), 2210, and 17 (Cyber) career fields (which may include non-classified and classified material) and any other area of interest identified during collaboration.

4.3.7. Explore the sponsoring of an annual training event (e.g., workshop, exercise, conference, etc.) at the SAINT LEO campus or at Fort Gordon.

4.3.8. Establish quarterly meetings (alternating between locations or by conference/teleconference/VTC/online participation if agreeable to both parties). The intent is to provide representatives from all organizations the opportunity for ongoing information sharing regarding current, planned, and/or new initiatives and activities.

4.3.9. Meet annually to review activities of the past year and the plans for the following year.

4.3.10. When needed, develop and execute between the parties a contractual vehicle(s) to facilitate timely SAINT LEO support to Fort Gordon stakeholders.

4.3.11. Adhere to each party's respective security rules and regulations when courses, meetings and conferences are hosted at Cyber CoE and the SAINT LEO.

5. PERSONNEL: Each Party is responsible for all of its personnel costs including pay and benefits, support, and travel. Each Party is responsible for supervision and management of its personnel; there will be no shared responsibility for management and/or supervision of personnel.

6. GENERAL PROVISIONS:

6.1. POINTS OF CONTACT: The Parties will use the following Points of Contact (POC) in the implementation of this MOU. Each Party may change its POC upon reasonable notice to the other Party.

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6.1.1. For the Cyber CoE:

Primary POC: Ms. Gloria Palmer, G-8, (706) 791-8753,
gloria.m.palmer2.civ@mail.mil.

Alternate POC: Ms. Kimberly Burr, DOT, (706) 791-5482,
kimberly.m.burr.civ@mail.mil.

6.1.2. For SAINT LEO:

Primary POC: Robert T. Quinn, VP, BD and Program Manager, (352)
588-8351, Robert.quinn@saintleo.edu.

Alternate POC: Balbir Bal, Ph.D., Dean, School of Business, (352)
588-8467, balbir.bal@saintleo.edu

Alternate POC: Lorrie McGovern, DBA, Associate Dean, School of
Business, (352) 588-7869, lorrie.mcgovern@saintleo.edu

Alternate POC: Ms. Kelly Hill, JD, AVP and General Counsel, (352)
588-7560, Kelly.hill@saintleo.edu.

6.2. CORRESPONDENCE: The Parties will address all written correspondence sent or received specific to the content of this MOU as follows, unless directed otherwise:

6.2.1. For the Cyber CoE -

Department of the Army
U.S. Army Cyber Center of Excellence (Cyber CoE)
ATTN: ATZH-DT
506 Chamberlain Ave
Bldg 29808, Room 813
Fort Gordon, GA 30905

6.2.2. For the SAINT LEO -

Saint Leo University
ATTN: Robert T. Quinn
33701 State Road 52
St. Leo, FL 33574

6.3. MODIFICATION OF UNDERSTANDING: This MOU may only be modified by the written agreement of the Parties, duly signed by their authorized representatives. Such amendments will be dated, consecutively numbered, and appended to each copy of this document.

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6.4. 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.

6.5. TERMINATION OF UNDERSTANDING: Either party may unilaterally terminate the agreement prior to the expiration date only with sufficient advance notification, a minimum of 180 days, to permit appropriate resource adjustments to be made during the budget formulation process. If an agreement involves reimbursement or if resources must be significantly modified or unilaterally terminated with less than 180 days' notice to the other party or parties to the agreement, the party requiring the modification or termination may be billed by the supplier in accordance with the terms of the applicable agreement for reimbursement. If there are no agreements in place and there are no outstanding issues involving reimbursement, this MOU may be unilaterally terminated by either party prior to the expiration date by providing 30 days of advance notification. The MOU may also be terminated at any time upon the mutual written consent of the Parties.

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

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

6.8. EFFECTIVE DATE: This MOU takes effect beginning on the day after the signature of the last Party.

6.9. EXPIRATION DATE: This MOU expires nine years and one day after the signature of the last Party. If the agreement is to remain in effect after the nine-year period, it can be re-signed in conjunction with the third triennial review.

6.10. CANCELLATION OF PREVIOUS AGREEMENT: N/A.

7. FINANCIAL DETAILS:

7.1. AVAILABILITY OF FUNDS: This MOU does not document the obligation of funds between the Parties. Any obligation of funds in support of this MOU will be accomplished as mutually agreed to by both Parties. The obligation of the funds by the Parties is subject to the availability of appropriated funds pursuant to the DoD Financial Management Regulation.

7.2. BILLING: The institution will bill the lead organizations, as designated by the Cyber COE, in accordance with the procedures established for products and/or services in the applicable Program Level Agreements (PLA) or as otherwise agreed upon by supplemental negotiation between the Parties. The Parties will maintain a record of the transactions by written/electronic correspondence between the Parties or by annual

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report after the month in which the first transaction occurred. Billing will be established in the applicable PLA or as otherwise agreed to by the Parties.

7.3. PAYMENT OF BILLS: Reimbursement will occur as mutually negotiated within the structure of the individual PLAs.

7.4. FINANCIAL SPECIFICS: See the applicable PLA(s) established in regard to agreed upon products and services or other supplemental agreements for details and information on the reimbursable support identified pursuant to the responsibilities identified in paragraph 4 of this MOU.

AGREED:



WILLIAM J. LENNOX, Jr., PH.D.
President
Saint Leo University

23 Aug 2016
(Date)



ROBERT V. KAZIMER
Deputy to the Commanding General
Cyber Center of Excellence

23 Aug 2016
(Date)



ROBERT T. QUINN
Vice President-Business Development
Saint Leo University

23 Aug 2016.
(Date)