

## ATTACHMENT 4A-2



UNIVERSITY OF  
**ARKANSAS**  
J. WILLIAM FULBRIGHT  
COLLEGE OF ARTS & SCIENCES



UNIVERSITY OF  
**ARKANSAS**  
SAM M. WALTON  
COLLEGE OF BUSINESS

### Memorandum of Understanding

**The MPA Program (Fulbright College of Arts and Sciences)**

and

**The MBA Program (Sam M. Walton College of Business)**

**“Cross Sector Alliances” -- A Graduate Management Certificate**

DATE: November 15, 2010

1. Guiding Principles:

The two programs named above propose to enter into a collaboration to strengthen our graduate education for the mutual benefit of both programs and our students.

Our joint mission is to strengthen both programs through a shared curriculum that also supports emerging nonprofit graduate education at the University of Arkansas.

The proposed collaboration will enhance institutional capacities in both programs and the effectiveness of the use of our respective resources.

The certificate is restricted to students enrolled in the MBA and MBA programs.

2. Proposed Cooperation and Joint Activities:

The 15 hr graduate certificate will be offered jointly by the MPA program in Fulbright College of Arts and Sciences and the MBA program in the Sam M. Walton College of Business. The primary purpose is to introduce students in both programs to the challenges of managing organizations in different sectors and managing relationships across sectors.

Twelve of the 15 hours are initially covered by four (4) core graduate seminars (PLSC 5193; MGMT 5213; PLSC 5133; and WCOB 5843 for Fulbright students, and PLSC 5193; PADM 5843; PLSC 5133; and WCOB 5843 for Walton students). Each program will initially set 5 seats aside in these classes for students from the other program. Both programs will make every effort to offer these classes once a year to afford students timely graduation.

Students have a choice from at least five more classes to complete the certificate: PADM 5843 Issues in Service Sector Management (prerequisite PLSC 5193); PADM 5823 Grantwriting for the Social Sciences (3 seats reserved for MBA students); PADM 5873 Performance Measurements for Service Sector Management; MGMT 5223: Managing and Leading Organizations; MGMT 5313: Strategic Management.

The graduate advisors (or their designees) from both programs will jointly advise the student upon admission into the certificate program.

Programs will inform each other of extra-curricular opportunities that might benefit the students' exposure to critical issues in the nonprofit and business fields as relate to the programs.

3. Implementation and Evaluation of Joint Activities:

Given resource constraints and the need to fine-tune the program, both programs will limit participation to no more than 10 students (approx. 5 from each program) in its first cycle of class offerings. The students will be asked to help assess the cohesion of the program.

Graduate coordinators (or their designees) will perform an annual evaluation of the program and determine growth potential for the program.

Quantitative and qualitative information will be collected about students after they leave the program to determine how beneficial the program was to their future career plans.

4. Promotion of Joint Activities:

Each program will add a link/links to its website to promote the program, its activities and its students.

A graduation ceremony will be performed with announcements on appropriate university outlets

Both programs will develop a joint strategic plan to develop the program further and seek additional resources to allow for growth to occur.

6. Terms: The program will begin Fall 2011 although the Colleges are welcome to retroactively accept hours taken before this date. The program will continue as long as both parties agree that it is mutually beneficial. If the program is determined by either party to be no longer in its best interest, an orderly dissolution will be made to avoid inconveniencing the other party and students.

7. Problem Resolution:

Should there be disputes between the two programs, the graduate coordinators (or their designees) will convene a joint meeting with the program faculty to resolve these disagreements or misunderstandings as soon as possible.

Should either partner decide to discontinue participation in the program, said partner will assure that students currently in the program will be able to receive their certificate.

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Dean, Sam M. Walton College of Business

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Dean Fulbright College of Arts and Sciences