1. **PURPOSE.** The purpose of this Memorandum of Understanding (MOU) is to establish the relationship and responsibilities of the Maritime Civil Affairs and Security Training Command Maritime Civil Affairs (MCAST) and the University of North Carolina (UNC) which will encourage collaboration by subject matter experts in both organizations for the operations, planning and support of maritime civil affairs.

2. **BACKGROUND.**
   
a. Maritime Civil Affairs and Security Training (MCAST) Command is an Echelon IV Command subordinate to Navy Expeditionary Combat Command (NECC). MCAST Command’s mission is to man, train, equip and deploy Navy Sailors to facilitate and enable a Navy Component or Joint Task Force Commander to establish, maintain, influence, or enhance relations between military forces, governmental and nongovernmental organizations, and the civilian populace. This is accomplished in a collaborative manner across the spectrum of operations in the maritime environment, in support of security cooperation requirements, as directed.
b. The University of North Carolina (UNC) is a public institution of higher education in the State of North Carolina that furthers knowledge through discovery, invention, transmission, and application; UNC does so using its constituent institutions and affiliated entities for instruction, research, scholarship, creative activities, and public service.

c. MCAST Command and UNC share common interests regarding the development and execution of functional specialty reach-back required for execution of civil affairs activities in support of national security interests. The leadership of both organizations recognize the benefits of working together by sharing expertise between the academic and military communities in order to provide a framework for effective collaboration and to achieve organizational goals and objectives.

3. Scope. The anticipated benefits can be realized by sharing capabilities, expertise and information in the maritime environment and other areas as needed. The maritime environment as it pertains to civil affairs includes topical areas such as fisheries, port operations, harbor and channel construction, water quality management and resource development, maritime environmental issues, public health, aqua-culture, rule of law and maritime law, governance, and a host of other civil affairs related functions and competencies that constitute the civil domain. Collaborative efforts and work products will remain at the unclassified level. Any activity beyond the unclassified level is subject to review and approval by appropriate levels of the chain of command and will be established under separate agreements and in accordance with existing directives, policies, resolutions, and clearances.
4. **UNC Responsibilities:**

   **a.** As an element of UNC’s military partnership initiatives, including the Partnership for National Security, UNC will, to the extent practicable, coordinate with MCAST to:

   1) Provide assistance, where required, in researching and writing deployment plans.

   2) Provide targeted pre-deployment training to Maritime Civil Affairs personnel.

   3) Provide reach-back to experts within the UNC System and their global network of colleagues. Reach back, defined as the process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed (Joint Doctrine Division, J-7, Joint Staff, 2001).

   4) Provide UNC faculty and interns/fellows direct engagement with global challenges.

   **b.** As an element of UNC’s academic and educational goals, UNC will, to the extent practicable, coordinate with MCAST to:

   1) Provide interns and/or fellows to assist MCAST Command in building a knowledge foundation for maritime civil affairs and support MCAST Command efforts to become a learning organization to mature capabilities and enhance future activities. Interns and fellows will be requested on a case by case basis based on MCAST requirements, UNC requirements and availability. Interns and fellows will provide, to the extent practicable, competency in areas including, but not exclusive to:

      a. Evaluation, assessment and analysis from an organizational perspective.

      b. Statistical modeling, analysis and decision support.
c. Analysis and recommendations regarding facilities, infrastructure and management in order to enhance civil affairs project nominations and facilitation of project executions.

d. Contribution to, and research and development that supports, MCAST Command’s development and execution of the Civil Information Management Process.

5. MCAST Responsibilities:

a. MCAST Command will, to the extent practicable, incorporate and collaborate with appropriate UNC administrators, faculty and staff to:

   1) Incorporate UNC resources into unclassified steps in the planning process and deployment planning for designated missions.

   2) Incorporate UNC resources into targeted pre-deployment training for MCAST Units of Action when appropriate.

   3) Establish and maintain relationships with designated members of the UNC reach back network.

   4) Introduce UNC faculty and interns/fellows to engagement activities and global challenges relating to civil affairs through lectures, briefings, site visits, conferences and other appropriate venues.

   5) Identify and elucidate specific requirements for intern and/or fellow support by UNC.

   6) Share unclassified information generated in the planning and reach-back processes and provide access to portions of after action reports, lessons learned and assessments that are screened and approved by MCAST. Share unclassified
information generated in the planning and reach-back processes and provide access to portions of after action reports, lessons learned and assessments that are screened and approved by MCAST. For the purposes of this agreement, both parties agree that the process of reachback will allow MCAST Command to link with subject matter experts within the UNC System to obtain solutions to unanticipated and complex field problems.

7) Allow access to unclassified components of MCAST Command’s Civil Information Management system and database.

6. **Joint Responsibilities of MCAST and UNC:**

   a. Designated representatives of MCAST Command and UNC will conduct a quarterly meeting at a designated location or through video-teleconference to establish requirements and needs, coordinate activities, and review milestones and measures.

   b. Reach-back coordinators, interns and fellows, and other personnel will communicate on an as needed basis once requirements are defined.

   c. Each organization is responsible for the conduct and actions of their assigned personnel.

   d. Each organization will adhere to the rules, regulations and policies regarding access to facilities, sharing of information and security when visiting or working within each others facilities.

   e. Each organization is responsible for providing funding and reimbursement to its assigned personnel for salary, travel, lodging and sustainment. Cost sharing is not authorized, unless provided for in a separate agreement. No compensation or funds will be provided in
exchange for access or services between MCAST Command and UNC unless provided for in a separate agreement.

f. Specific requirements regarding logistical arrangements for on-site exchanges, visits and/or field work will be coordinated on a case by case basis.

g. It is expressly understood that MCAST is not obligated under this MOU if UNC determines, in its sole discretion, that compensation, cost sharing, or other funding is required for performance. The development and coordination of custom training and pre-deployment modules, workshops, coursework or any other project will be conducted on a case by case basis, on an as needed basis, and will be mutually agreed upon in a separate MOA.

h. Specific aspects of any individual collaboration, exchange or project anticipated between the parties will be reduced to writing, including sufficient description of deliverables or expectations and associated fees or costs, and will be duly executed by the authorized representatives of the parties. All references to funding are understood by both parties to be subject to the availability of funds and personnel.

7. **Effective Date, Review, Modification.** This MOU is effective upon signature of all parties. It will be reviewed annually for accuracy and currency on the anniversary of signing unless otherwise requested by either party. Modifications may be made at any time by mutual agreement. Modifications shall be noted and initialed on the existing document or set forth in a signed memorandum that shall be attached to the existing document.
8. **Cancellation.** This MOU may be cancelled at any time by either party. Termination shall be without penalty to any individual participating for academic credit or requirements, unless otherwise provided by a separate agreement related to the specific activity.

ERSKINE B. BOWLES  
President  
The University of North Carolina

CLAUDIA RISNER  
Commanding Officer  
Maritime Civil Affairs and Security Training Command