



MG ROBERT M. JOYCE - INSTALLATION MANAGEMENT ACADEMY
SCHOOL FOR FAMILY AND MWR

www.imcomacademy.com



February 24, 2014



210-466-1050

WWW.IMCOMACADEMY.COM

2013 – 2014 Course Catalog

MG Robert M Joyce Installation Management Academy

School for Family and MWR

2280 Signal Road, Building 4022

Fort Sam Houston, TX 78234

(210) 466-1050

www.imcomacademy.com

DISCLAIMER

The School for Family and MWR has made every reasonable effort to determine that everything stated in this catalog is accurate. Information in this Catalog is subject to change due to new or revised criteria, laws, policies, regulations, or typographical errors. Courses and programs offered, together with other matters contained herein, are subject to change without notice by the administration of the School for Family and MWR for reasons related to student enrollment or for any other reason at the discretion of the School. The School further reserves the right to add, to amend, or repeal any of the rules, regulations, policies and procedures, consistent with applicable laws.

TABLE OF CONTENTS





Table of Contents

Administrative	5
Welcome to the School for Family and MWR	6
Mission and Vision and Goals	6
Admission/Registration	8
Course Selection Procedures	9
Academic Policies	10
Administrative Policies	16
Transcripts	23
Foundation Courses	27
Family and MWR Orientation (online)	29
Family and MWR Team Member Orientation (residential)	29
Operation Excellence — Customer Service Training (online and residential)	30
Family and MWR Basic Management Course (online)	30
Introduction to the Family and MWR Delivery System (online)	31
Program Managers' Curriculum	33
General Information	34
Implementing the Family and MWR Delivery System (virtual)	35
Leadership for the Program Managers (virtual)	35
Marketing Plan for Activity Managers (blended)	35
NAF Financial Management (virtual)	36
NAF Internal Controls (virtual)	36
NAF Personnel Management (virtual)	37
Procurement for NAF Program Managers (virtual)	37
Business Plans (blended)	37
Programming and Special Events (residential)	38
Managing Workplace Conflicts (virtual)	38

210-466-1050

WVWV.IMCAcademy.COM

[illegible]



210-466-1050

WWW.IMCAcademy.COM

BLANK
PAGE

ADMINISTRATIVE



Welcome to the School for Family and MWR

The MG. Robert M. Joyce Installation Management Academy, School for Family and Morale, Welfare and Recreation (MWR) enables Garrisons to provide quality of life programs and services to Soldiers and Families by developing and sustaining the Family and MWR workforce through training, performance support and career planning. The School of Family and MWR supports the Family and MWR Master Training Plan by training entry level through executive staff and providing results-driven support. In the current environment characterized by transformation initiatives and declining resources, training and development of the workforce is strategic.

The School for Family and MWR offers approximately 60 courses through online or classroom formats. Currently, 40 courses have received college credit recommendations from the American Council on Education (ACE) and graduates are increasingly transferring them to colleges and universities to receive college credits. All courses receive continuing education units (CEUs) from the International Association for Continuing Education and Training (IACET). Since the Academy was established, employees have completed over 60,000 courses in various Family and MWR program areas.

The School of Family and MWR relocated to a newly constructed facility on Fort Sam Houston Texas in July 2011 as a result of the Base Realignment and Closure (BRAC) Act of 2005. The new facility is also the home of the School of Installation Management. These two schools, together with the Installation Management Command Education Knowledge Center, form the Installation Management Academy located within the G-7 Directorate of the Installation Management Command.

Mission, Vision, and Goals

Mission Statement:

Enable Garrisons to provide quality of life programs and services by developing and sustaining the Family and MWR workforce through functionally specific training, performance support and career planning.

- Classroom instruction in leadership and management; and on-line training for entry, skill, and basic levels
- Workforce development guidance and sustainment through a robust Professional Development Program
- Results driven support
- Comprehensive customer service program

Vision Statement:

Premier Army civilian learning institution preparing Army Family and MWR Program civilians to step up, strengthen, and sustain Army Strong Soldiers and Families.

In pursuit of this vision we will:

- Determine and deliver the best learning solutions.
- Apply a standard Instructional Systems Design (ISD) Model to learning solutions.
- Offer current and relevant training and performance support solutions.
- Concentrate training resources on our core signature classroom and online courses.
- Adhere to and maintain accreditation.
- Invest in technology as an enabler to learning and performance.
- Invest in staff—our most important resource.
- Lead by example in delivering world-class customer service.
- Consider the possibilities—continue to innovate.
- Demonstrate measureable value.
- Promote a culture where the workforce can thrive in their jobs.
- Advocate for optimal investment in learning.

Goals:

To meet the learning needs of the workforce, the School for Family and MWR has two primary goals to develop and sustain the Family and MWR workforce:

1. Provide high quality, results-driven instructor-led training.
2. Provide high quality performance solutions through e-learning, just-in-time performance support, and a robust professional development program.
3. Create and sustain a Customer Service Culture through employee customer centered performance.

Accreditation

The School for Family and MWR, as a premier Army Civilian Training Institution through rigorous quality assurance and evaluation practices maintains:

- American Council on Education (ACE) college credit recommendations for 27 active courses.
- International Association for Continuing Education and Training (IACET) Authorized Provider to grant continuing education units (CEUs) for all courses 2 hours or greater in length.
- Currently performing a self-study for accreditation by the Accrediting Council for Continuing Education and Training (ACCET).
- Currently performing a self-study for accreditation by the U.S. Army Training and Doctrine Command (TRADOC).

Admissions

General Admission to the School for Family and MWR:

The School for Family and MWR offers programs and courses to meet the needs of the U.S. Army Family and MWR workforce and leadership. Courses are open for enrollment to sister services (U.S. Navy, Air Force, and Marines) and DoD agencies on a space available basis. All applicants must be registered at www.imcomacademy.com.

Registration in the Academy's Learning Management System (LMS), provides learners with an integrated central registration and course enrollment processes, web-based learning, a range of performance support tools and resources such as the Professional Development Program (PDP) as well as collaborative forums and a transcript repository.

Electronic Registration:

The School accepts students on a continual basis using electronic registration. All applicants need to have access to the World Wide Web to register in the School's Learning Management System (LMS).

All students **must** register with the Learning Management System (LMS) prior to enrollment in a course. Please visit www.imcomacademy.com Frequently Asked Questions (FAQ) tab to learn how to register for an account and request enrollment in a course.

Course Type:

The School for Family and MWR delivers workforce development through five modalities.

eLearning/Online training which is offered through www.imcomacademy.com learning management system. The online training is user initiated and self paced. Over 40 courses are available online and include courses such as Operation Excellence Customer Service and the Basic Management Course.

Residential Classroom courses held at the Installation Management Academy at Ft. Sam Houston and at Armed Forces Recreation Center, Shades of Green in Orlando, Florida.

Blended learning which leverages a combination of eLearning, weekly written assignments, blog posts, and a final project.

Virtual Classroom courses are hosted through Defense Connect Online (DCO). Learners meet in the Virtual Classroom and receive facilitator lead content and complete assignments relating to the content taken from the DCO sessions. Virtual Classrooms allow the School for Family and MWR to reach the Family and MWR Workforce in real time to provide on time, on target workforce development.

Course Selection Procedures

Applicants can expect the following when requesting enrollment in a course.

Resident Classroom courses: The following identifies the path from enrollment request to selection for a residential classroom course.

1. Request enrollment at www.imcomacademy.com.
2. Enrollment requests must be approved by the supervisor and the course instructor.
3. Applicants are selected based off supervisor approval, target audience, completion of Foundation courses and completion of the courses listed pre-requisites.
4. All applicants will be notified of selection/waitlist/non-select status, 45-60 days prior to the start of the classroom course.
5. Selected students and their supervisors will receive a congratulations email from the Course Manager with the following information:
 - Travel Instructions
 - Frequently Asked Questions
 - Course Syllabus
 - Any pre-work instructions
6. Selectees will then receive an e-mail from the Travel Coordinator. This will contain a Travel Questionnaire, which must be completed and returned within 48 hours of receipt so that travel order for you can be created. All School residential classroom courses are centrally funded. Once you receive orders from the Travel Coordinator, you will be set to attend your Classroom Course.

Virtual/Blended courses: The following identifies the path from enrollment request to selection for virtual/blended courses. These courses consist of weekly assignments and may include weekly online instructor-led virtual classroom sessions. Learners who wish to apply for these course will:

1. Request enrollment at www.imcomacademy.com.
2. Enrollment requests must be approved by the supervisor and the course instructor.
3. Applicants are selected based off supervisor approval, target audience, and completion of foundation courses and listed course pre-requisites.
4. All applicants will be notified of selection/waitlist/non-select status, 15-30 days prior to the start of the Virtual or Blended course.
5. Selected students and their supervisors will receive a congratulations email from the Course Manager with the following information:
 - Supervisor/Employee Agreement
 - Frequently Asked Questions
 - Course Syllabus

- Any additional pre-work instructions

E-Learning/Online courses—These courses are self-paced. Most of the Academy's eLearning/Online courses do not require a supervisor or instructor approval. Learners who request enrollment in an eLearning/Online course will receive an email indicating enrollment. Typically, Students can begin their e-learning course right away.

There are a few online courses that will require instructor approval. Those course are indicated by (*) symbol in the course eLearning section. Selections are determined based off of target audience.

Academic Policies

Attendance Requirements:

Resident Classroom and Virtual Classroom —Your consistent attendance is crucial to the learning process. In order to receive credit for a Resident or Virtual Classroom course, you may not miss more than 5% of classroom instruction. The School for Family and MWR is your place of duty whether in residence at the Academy or virtually through Defense Connect Online (DCO). You will be absent without leave (AWOL) if you are not in class during the required time. The School for Family and MWR will contact your supervisor if you are absent for any reason. Students may not miss the first session of a virtual classroom course.

eLearning/Online Courses—learners are expected to complete eLearning/Online courses in a timely manor. Although the courses are self paced students will retain lessons learned by participating and completing in a given time period. Academy instructors will monitor student progress in eLearning/online courses.

Submission of Assignments:

Assignment submission will vary depending on the course and whether it is a Classroom, Virtual, Blended, or an eLearning/Online course. The primary Instructor or their designee is responsible to monitor, grade, and counsel students on their assignments. Resubmission of assignments is allowed per the Course Instructor.

Grading Policy

Rubric: is an evaluation tool for grading course assignments. Students will be given access to their course rubric upon approval/selection to the course.

Grading: Each student earns a course grade. You must achieve a minimum average of 75% in order to graduate. NOTE: Some courses require a higher minimal grade. Please check the course syllabus for grading standards. You may be required to complete an assignment after returning to your duty station or following the end of a course (this is course specific). For those courses, final grades are awarded after meeting the post-course assignment requirement(s).

Academic Standards: The minimum requirement for all course assignments and

projects is 75%, unless otherwise stated in the course syllabus. Each course may require part or all of the following:

- Pre-course assignments, assessments or self-evaluations.
- Individual assignments and/or projects.
- Homework.
- Group assignments and/or projects.
- Peer assessments/evaluations.
- Post-course assignments, assessments or self-evaluations.

Final grades will be posted upon successful completion of all assigned course work.

General Expectations:

Values: The School for Family and MWR embraces and promotes the Army Core Values, Army Civilian Creed, and the Department of the Army Standards of Conduct. You are expected to practice these shared values while attending the School for Family and MWR and traveling about in the community.

Resident Classroom Course Expectations:

Dress Code: The School for Family and MWR's dress code for students is "business casual attire" which is:

Slacks: Corduroys, cotton (Dockers), and culottes. No denim jeans.

Shirts/Blouses: casual shirts with collars, polo shirts, sweaters and turtlenecks, blouses (collared or un-collared) appropriate for business settings.

Footwear: leather loafers, boots, flats, heels, and dress sandals.

Course Schedule: Resident Class room Courses begin at 0800 and end at 1700 each day. Regular breaks are scheduled throughout the day. Students traveling in for a resident course should not expect to depart prior to 1600 on the last day of class.

Class Materials: All of the class materials are yours to keep unless otherwise instructed. The interactive materials on the tables (slinkies, balls, etc.) are School for Family and MWR instructional materials; please leave them in working condition for the next class. If for some reason an item is broken, please inform the course instructor(s) so that the item can be replaced.

Food and Beverages: Food is not allowed in any of the classrooms at the School for Family and MWR. Beverages are allowed, but MUST have a spill-proof lid or screw top. Please keep any and all spaces that you use clean. Trash cans are available in the classroom(s) and the student lounge.

Smoking: Smoking is not allowed on the IMCOM Campus other than in designated smoking areas. The designated smoking area for building 4022 (the Academy) is the



Administrative

bike rack located next to the parking lot in front of the building. This is the ONLY authorized smoking area. Smokeless tobacco (chewing or dipping) is NOT allowed in the building.

Lunch: Lunch is normally one (1) hour each day from 1200 to 1300. This may vary from day to day and is left to the discretion of the instructor. A small student kitchen area with a microwave, refrigerator/freezer, and sink are available if you prefer to bring a lunch. Please label any items stored in the refrigerator / freezer with your course name, student name and date. Various food establishments are located on and off-post and within close vicinity. Resident students are provided with a map of local restaurants.

Illness/Emergency: If you become ill or have a non-medical emergency, please contact your instructor within 2 hours of the start of the duty day. Instructors will provide their after-hours contact number. Your instructor will notify your supervisor that you are in a sick leave status. If you cannot contact your instructor, call the School for Family and MWR at (210) 466-1050 and leave a message for the instructor. Also, please contact your class leader so that someone else knows your situation and location.

Cell Phones: Please silence or turn off your cell phone and personal data assistants (PDAs) during class(s).

Lodging: Lodging for Resident Courses is centrally funded by the School for Family and MWR. The hotel information will be provided by your course manager in the Welcome Letter.

Inclement Weather Policy: The Fort Sam Houston Installation Control Center, 502nd ABW, USAF Joint Base San Antonio is the agency responsible for issuing guidance for inclement weather or emergency leave during duty and non-duty hours. In the event of severe weather, tune to local television or radio weather stations to obtain the status of federal government guidelines.

If the federal government is closed, the School for Family and MWR is CLOSED. Do not report to the School for Family and MWR.

****NOTE**** If there is a two-hour delay, report to the School for Family and MWR at 1000 instead of 0800. The instructors will rearrange the schedule to make up missed course work in the event of a delay or post closure.

Virtual Classroom Course Expectations:

Virtual Classroom courses are conducted online through the Defense Connect Online (DCO) platform. Students must have a computer with access to the world wide web (www). A DCO account is NOT required to participate in the Academy virtual courses. A link to your classroom will be sent following selection for a course. Each participant will login to the virtual classroom through a dedicated single user devise. Sharing a computer for a virtual course is not authorized.

Telephone: During each virtual session, Students will be provided a toll-free conference call –in number in order to participate in the virtual classroom. Make sure you have a dedicated, reliable telephone line on which to dial in. It is advisable that you use headphone if available. Cell phones, however are not recommended. Course instructors will provide call-in numbers and passcode prior to the start of a course.

Course Schedule: Each virtual course will vary depending on course objectives. Courses will provide 2-16 hours of instruction which can run anywhere from 1-8 weeks in length. Please check the course description for time and length of course. Each virtual session will last no more than two (2) hours per session. A ten (10) minute break is provided at the mid-way point of the session.

Assignments: Homework and other assignments are unique to each class and may require additional, out of class time to complete.

Class Materials: You will be provided with course materials prior to the start of class. All of the class materials provide are yours to keep unless otherwise instructed. Student materials will be sent through a variety of methods to include mail (students must provide a mailing address where they can receive course materials in a timely manor), downloadable documents through the Learning Management Systems collaboration space (see FAQ guide located at www.imcomacademy.com to learn more), email, online libraries, and through file share in DCO.

Books: Some virtual courses will have associated books. Some books will be accessed for free through AKO (instructions will be provided at time of enrollment), some books must be mailed, and some books can be accessed as a download to a tablet or mobile devise. Please see course description for more information on course books. NOTE: not all virtual courses have an associated book. Book are yours to keep unless otherwise stated by the instructor.

Illness/Emergency: If you become ill or have a non-medical emergency (including base closure), please contact your instructor via email within 2 hours of the start of the duty day on the day of your scheduled virtual class. Your instructor may verify with your supervisor that you are in a leave status. If you cannot reach your instructor, call the School for Family and MWR at (210) 466-1050 (or DSN 312-450-1050) and leave a message for your instructor.

Residential Student Support Services:

Computers: Computers are available in the student lounge to access your e-mail when class is not in session. The four (4) stations may also be used to complete individual or group projects and assignments (when class is not in session). To access e-mail in the student lounge you will need a CAC Card.

Student Lounge: The student lounge is the large open area which is available for relaxing, eating, reading, checking e-mails, completing class assignments, and/or research. Magazines, a telephone, five computers with printer access, beverage bar,

refrigerator/freezer, snack and beverage machines are situated in this area for your convenience. Coffee, tea, and hot chocolate on the beverage bar are free for all the School for Family and MWR students on TDY status. Please keep this area clean. If you utilize the refrigerator/freezer please mark all items with your course title, student name and date. At the conclusion of class, please remove any and all leftover items from this area and leave it cleaned for the next course. Please observe the recycling bins instructions and place items in the proper receptacle.

Telephones: A telephone is located in the student lounge and each classroom. The phones will access local civilian numbers, CONUS and OCONUS DSN numbers. Please limit your phone calls to five (5) minutes or less so that others may use the phones during breaks.

ACCESS	Dial Prefix
Outside local calls	99
DSN – military installation	94
DSN – Alaska	317
DSN – Australia	715
DSN – Canada	319
DSN – OCONUS to CONUS	312
EUROPE	314
PACIFIC	315
CENTRAL COMMAND – SW ASIA	318
DSN – OCONUS (Pentagon Switchboard)	695-0411
MWR Academy reception area	210-466-1050 DSN 450-1050

The following chart will aid in accessing local and DSN numbers.

Transportation: Passenger vans are provided for travel between the lodging site and the School for Family and MWR. These vans may be used to go to dinner in the evening or trips to the local food markets, airport and/or official class trips. The vans may only be used within a 15 mile radius of the School for Family. Volunteer drivers will read information on van operations and emergency procedures. Passengers please be considerate of the volunteer drivers.

Vans cannot be used for personal business or travel. Eating, drinking and smoking in the vans is prohibited. Students are responsible for keeping the vans neat and clean.

Please inform the School for Family and MWR Facility Management Division when fuel is required for the vehicles. The staff will coordinate with the volunteer van driver to fuel up the vehicle. Please do not let the fuel level drop below $\frac{1}{4}$ of a tank. Vans should be filled-up each Friday to avoid the need for fueling over the weekend.

Virtual Course Helpful Tips:

Before starting your virtual class:

- Inform co-workers when you will be in class and post a sign on your door or desk
- Put an "out of office" on your Outlook calendar
- Use a headset instead of your computer speakers to minimize disruptions to others.
- If using a cordless headset, check and charge the batteries
- Turn off the ringers/alerts on telephones and cell phone
- Turn off e-mail and instant message alerts.

Virtual Classroom ground rules:

- Use the mute button on your phone; Do not place call on hold
- Raise your virtual hand and you will be called on to ask your question or make a statement
- Identify yourself before speaking (when not call on)

Student & Supervisor Agreement for Virtual Courses:

The Installation Management Command (IMCOM) Regulation 350-1, IMCOM Training and Leader Development states:

"The Installation Management Community is dedicated to developing a healthy, well-balanced, multi-skilled workforce comprising military and civilian leaders and personnel with the knowledge, skills, and opportunities to successfully and innovatively accomplish the mission. Leader and workforce development, a strategic imperative, is nested in the Installation Management Campaign Plan, Line of Effort 3. A multi-skilled workforce, comprised of military and civilian leaders and personnel is key to the successful execution of the mission. IMCOM must build and sustain a cadre of agile and adaptive leaders along with a trained, experienced, and educated civilian workforce to provide excellent services for Soldiers and Families and to meet the day-to-day readiness challenges of sustaining installations " (2010, p2).

Your professional development is a partnership between you and your Supervisor. It is essential that the employee/supervisor cooperation is understood prior to you taking part in a virtual class. The School for Family and MWR is instrumental in providing you with tools and training to help you in that endeavor.

Prior to your acceptance into the Virtual classroom, you and your supervisor must sign the employee and supervisor agreement. This agreement outlines the requirements of the virtual classroom, and the responsibilities of you as a student and your supervisor. It highlights the importance of your participation, the length of your virtual classroom and the resources needed at the Garrison for you to succeed.

Supervisor Responsibilities:

- Authorize employee to participate in the School for Family and MWR virtual class (2 hrs/wk)
- Authorize employee time to complete any required assignments (2-4 hrs/week)
- Assist employee with assignments when required.
- Support student in attaining necessary tools and equipment needed (ie. dedicated time, computer, internet access, phone line, etc.) to be successful.

Visit www.imcomacademy.com FAQ to download a copy of the Employee and Supervisor Agreement.

Administrative Support:

The Academy Registrar is available for assistance with the School for Family and MWR website and/or transcript support. Assistance can be obtained through the following:

- Email—learners may email the Academy at imcom.academy@us.army.mil. The inbox is monitored on Monday—Friday during the duty day; responses will be provided within 24 hours.
- Telephone—learners may call the Academy at 210-466-1050 and speak directly to the registrar. Registrar duty hours are from 0700—1530, Central Time Zone, Monday—Friday,
- Self-reporting—learners who experience technical issues can work issues on their own by visiting the Academy's Frequently Asked Questions (FAQ) page or by submitting a help ticket. Both are available 24 hours a day at www.imcomacademy.com

Students who are attending a resident course will also be provided with administrative support who will assist with TDY orders, travel vouchers, faxes, messages, etc.

Students who have been selected for attendance to a resident classroom course will direct course questions to the course instructor.

Administrative Policies

Privacy Statement:

References: DOD Directive 5400.11, dated 08 May 2007
U.S.C. 522, Freedom of Information Act
U.S.C. 522a, Privacy Act of 1974

The School for Family and MWR is committed to protecting privacy of our students, staff, faculty, employees, and any other stakeholders in all communications and documents in the School's possession. This information includes, but is not limited to, personal information, academic transcripts, academic records, emails, etc. Such information belongs exclusively to the individual, and cannot be released outside of the School without the prior written approval of the individual who owns these records, except as provided under the Family Education Rights to Privacy Act (FERPA).

FERPA Rights

The Family Educational Rights and Privacy Act of 1974, as amended ("FERPA") sets out requirements designed to afford students certain rights with respect to their education records. In addition, it puts limits on what information the School for Family and MWR may disclose to third parties without receiving prior written consent from the student. The School for Family and MWR maintains Student educational records, provides students access to their records, and keeps information contained in those records confidential.

The Act covers anyone who has enrolled at the Academy including:

- Active students currently enrolled in any Academy offering
- Former students and Alumni

Procedure to Inspect Education Records: Students have the right under FERPA to inspect and review their education records. A student may review his/her transcript by logging into their account at <http://www.imcomacademy.com>

Education Records are records directly related to a student and maintained by the School for Family and MWR, including: Transcripts, Collaboration space uploads and blog entries, and other records of significant contact with a student to include home-work and e-mail correspondence.

When a record contains personally identifiable information about more than one student, the student may inspect and review only the information that relates to him/her personally.

Disclosure of Educational Records:

The School for Family and MWR generally will not permit disclosure of personally identifiable information from the records of a student without prior written consent of the student.

Personally identifiable information is disclosed (some items are mandatory, some discretionary) from the records of a student without that student's prior written consent to the following individuals or institutions or in the following circumstances:

- A School for Family and MWR officials who have been determined by the school to have legitimate educational interests in the records such as school officials or the employees supervisor. A school official is a person employed

by the school in an administrative, supervisory, academic or research, or support staff position.

- This includes, but is not limited to human resources and accounting staff for purposes of the tuition reimbursement plan; or a person employed by or under contract to the school to perform specific tasks, such as an auditor, consultant, or a student serving on an official committee or assisting another school official.
- Organizations conducting certain studies for or on behalf of the school.
- Accrediting commissions or state licensing or regulatory bodies to carry out their functions.
- Appropriate parties in health or safety emergencies.

Equal Opportunity:

References: AR 600-20, Army Command Policy, Chapter 6 and Appendix D
IMCOM Command Policy 4, Equal Opportunity

The School for Family and MWR is an equal educational opportunity school:

- The Academy follows all federal guidelines including Title IX of the Educational Amendments of 1972 relating to the recruitment, employment and retention of employees.
- The Academy does not discriminate on the basis of race, color, national origin, sex, age, or disability in any of its policies, procedures or practices.
- The Academy's nondiscrimination policy covers admission and access to, treatment and employment in, school programs and activities.

Sexual Harassment:

The School for Family and MWR policies prohibit sexual harassment.

The school abides by the policy and appeal procedures of Assembly Bill 803, — Protection For Students and Staff Regarding Sexual Harassment.

If a student experiences sexual harassment problems, he or she should immediately notify the Director, School for Family and MWR, 2280 Signal Road, Fort Sam Houston, TX 78234 (210) 466-1050.

Affirmative Action:

Reference: IMCOM Supplement 1 to AR 690-12

The School for Family and MWR strives to overcome any ethnic, economic, disabled, and/or gender under-representation in the composition of the student body or any factors that discriminate against students who seek to be educated here.

The School has responsibility for ensuring equal educational opportunities for all eligible employees of Family and MWR, IMCOM. Within its capacity, the School for Family and MWR will provide for the prompt, fair, and impartial consideration of all grievances regarding race, color, religion, gender, disability, sexual orientation, or national origin.

The Installation Management Command provides access to grievance procedures for all students and encourages the resolution of student's problems on an informal basis.

As an equal educational opportunity school, the School for Family and MWR complies with Title IX of the 1972 Education Amendments and Section 504 of the Rehabilitation Act of 1974.

The school will make every attempt to eliminate any remaining barriers that cause significant under-representation of minority, disabled, or economically, educationally, or socially disadvantaged students.

Non-discrimination:

References: Army Regulation 690-12, Equal Employment Opportunity and Affirmative Action.

Department of the Army Memorandum 690-6, Delegation of Authority for Civilian Personnel and Equal Employment Opportunity Program.

The School provides a teaching/learning environment that is free from any type of discrimination based on race, color, religion, sex, national origin, age, sexual orientation, protected genetic information, status as a parent, lawful political affiliation, marital status, physical/mental disability (if not a job factor), membership or non-membership in an employee organization, or any other non-merit factor.

This applies to the selection of students for courses, course completion requirements, testing, grading, student discipline, graduation requirements, and travel reimbursements.

Americans with Disabilities Act (ADA)/504:

The School for Family and MWR does not unlawfully discriminate based on physical or mental disability.

Code of Conduct:

The School for Family and MWR has established the following Code of Conduct for all members of the School for Family and MWR community including students, faculty, and instructors. Those found to have committed a violation or to have attempted to violate this Code of Conduct will be subject to disciplinary actions. Members of the School for Family and MWR community are expected to conduct themselves profes-

sionally, and refrain from acts of misconduct including but not limited to the following five categories:

- Dishonesty, cheating, plagiarism, misrepresentation or furnishing false information, or forgery, misuse of academic or administrative materials.
- Harassment, stalking, humiliation, name-calling, the use of insulting or offensive language, cyber-bullying, threatening communications, abuse and intimidation.
- Conduct, in speech, written communication or behavior, that is racist, sexist, ageist, or that is otherwise prejudicial against a particular community or social group.
- Disruption or obstruction of the normal operations of the School for Family and MWR; including unauthorized use of any of the School's facilities, informational or material properties, and resources.
- Conduct that is disorderly, lewd, lascivious, indecent or otherwise inappropriate, or that constitutes a breach of the peace; including violation of the School's policy that prohibits bringing alcohol, recreational drugs, or firearms onto the School's property.

All members of the School for Family and MWR community who become aware of violations of the Code of Conduct have a responsibility to report them to the appropriate authority.

For violations of an academic nature, the appropriate authority is the Director, School for Family and MWR.

For minor violations of an interpersonal nature, the appropriate authority is the Chief, Design and Evaluation or Chief, Development and Delivery.

For all other violations, including any instance of intimidation or sexual harassment, the violation must be reported to the Chief of Human Resources and/or the Equal Opportunity Office.

Usually the person reporting the violation will be required to make an official statement and/or a memorandum of record to document the incident.

The appropriate authority will investigate the complaint and take suitable disciplinary action, which will also be documented.

Academic Integrity*:

Academic integrity means honesty and responsibility in scholarship. The School for Family and Morale, Welfare, Recreation has adopted the following academic integrity

standards and expects you to uphold the standards as outlined below:

- I will not lie in my academic endeavors.
- I will not cheat in my academic endeavors.
- I will not practice plagiarism. It is plagiarism to:
 1. Copy words and present them as your own.
 2. To copy words, even if you give the source, unless you also indicate that the copied words are a direct quotation.
 3. To copy words and change them a little even if you give the source.
 4. Express someone else's ideas as your own.
- I will give prompt notification to my instructors when I observe academic dishonesty.
- I will model behavior that reflects the spirit of Army values. Further, I will insist that my fellow students also model that behavior.

Failure to uphold these standards may result in your dismissal from School for Family and MWR training.

** Adapted from the U.S. Army Management Staff College Honor Code and the University of Oklahoma Academic Integrity Policy*

Acceptable Use of Information Technology:

References: AR 25-1, Army Information Management, dated 31 May 2002
 AR 25-2, Information Assurance, dated 15 November 2003
 Joint Ethics Regulation (JER), dated 10 January 2002
 Administrative Assistance to the Security of the Army Policy Letter,
 06 February 1997
 AR 380-67, Personnel Security Program, dated 09 September 1988
 Acceptable Use of Government Furnished Automated Information
 System (AIS) – Policy Memorandum # 7

The School for Family and MWR, IMCOM Academy web site must be in support of education and research consistent with the purposes of the School, IMCOM, and the U.S. Army.

No use of the School's web site shall serve to disrupt the use of the network or the web site by other users.

All communications and information accessible via the School's web site should be assumed to be the property of the School for Family and MWR.

The School for Family and MWR technological equipment and resources may not be used to install or illegally obtain software or data. Any software installation on a government owned computers must be approved by the IT Department.

An account is assigned to an individual and must not be used by others. The individual is responsible for proper use of the account, including password protection. The individual must take all reasonable precautions, including password maintenance and file and directory protection measures, to prevent use of their account by others.

Student records and course work are considered confidential and are to be protected in accordance with federal and state laws and School policies.

Copying, renaming, changing, or deleting files belonging to the School or any other user with malicious intent is prohibited.

Attempts to bypass the School's standard technological procedures are prohibited (e.g., hacking). This includes, but is not limited to, attempts to discover another user's password, taking resources from other users, distribution or execution of a program that damages another user's files or computing resources, and gaining access to resources for which proper authorization has not been given.

The School's computing resources, including email and other electronic communications, will not be used to harass others. Sending of obscene, abusive, or threatening messages is prohibited and may be a violation of state and/or federal law.

Accessing pornographic or obscene material via the Internet through the School's computing resources that is not related to work or educational purposes is prohibited.

The Information Technology department, in conjunction with the administration, will make decisions on whether specific uses of the School's web site are consistent with this policy.

Fair Use of Copyrighted Material:

References: 17 U.S.C, Section 107, U.S. Copyright Act

The Copyright Act (17 U.S.C. Section 107), applies to the digital environment without regard to the medium of the original work.

Fair use does not supersede licensed resources, unless the terms of controlling agreements specifically defer to U.S. Copyright Act 17 U.S.C. Section 107.

Fair use depends on a case-by-case examination of facts surrounding each case, and the four factors identified in U.S. Copyright Act 17 U.S.C. Section 107:

- The purpose or character of the use; including whether such use is of a commercial nature or for nonprofit educational purposes.
- The nature of the copyrighted work used.
- The amount and substantiality of the work being used.
- The effect of the use on the market for or value of the original work.

The copyright law of the United States governs the making of photocopies or other reproductions of copyrighted materials. Under certain conditions specified by the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship or research." If a patron makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

The School for Family and MWR licenses several instruments for limited use in our courses. This license does not extend to students who want to duplicate and redistribute the material back at their installations without prior consent. The Academy reserves the right to refuse to accept a copying order, if, in its judgment, fulfillment of the order would involve violation of copyright law.

Transcripts

Official:

Academy transcripts are issued only to those students who have successfully completed coursework at the MG Robert M. Joyce Installation Management Academy, School for Family and MWR.

Official transcripts are processed on a first come, first serve basis. The turnaround time, for mailing or receiving from our office, excluding delivery, is three to five business days.

Instructions for requesting transcripts:

Transcript request must be made in writing. The request form is available for your convenience (see www.imcomacademy.com).

Upon completion of the form, please print and sign.

Mail, scan and e-mail or Fax completed form to:

Mail: MG Robert M. Joyce Installation Management Academy
School for Family and MWR
Attention: Registrar
2280 Signal Road
Building 4022
Fort Sam Houston, TX 78234
Phone: 210-466-1050
E-mail: imcom.academy@us.army.mil

Please place in the subject line: Transcript Request
Fax: 210-466-1032

American Council on Education (ACE) Transcripts:

For the benefit of our graduates, the MG Robert M. Joyce Installation Management Academy, School for Family and MWR participates in the American Council on Education's (ACE) Transcript Services. The ACE Transcript Service offers a lifelong record for students who have successfully completed courses reviewed by ACE CREDIT. This service enables adult learners to present a nationally recognized transcript to the college or university of their choice for the potential award of academic credit. For more information, visit the ACE CREDIT Transcript Service website at <http://www2.acenet.edu/credit/?page=transcripts>.

Please follow these steps to register with ACE Transcript System:

For First Time or New Users: ACE CREDIT Services charge \$40 to register and receive a complimentary transcript, each subsequent transcript is \$15.

Go to URL: <https://www2.acenet.edu/credit/?fuseaction=transcripts.main>

Select create an account.

Complete all required information (marked with an asterisk *).

Ensure you write down your user name and password, as you will be requested to log back in.

Press "Create My Account" button.

"Save" your work.

ACE Transcript System will send the Academy an e-mail for verification.

Once the Academy has verified your transcript, ACE will notify you by e-mail with instructions on how to make your \$40.00 payment. The payment will complete your registration.

Upon receipt of request from ACE Transcript System, please allow six to ten days for completion of the action from ACE.

For Returning Users: If you have already registered and have an existing account, please follow these steps:

Go to URL: <https://www2.acenet.edu/credit/?fuseaction=transcripts.main>

Enter User Name and Password.

Press "LOGIN" button.

If you want to add an additional college credit-recommended course since the time that you registered, follow these steps:

- Search your profile.
- Enter the title of the course from the MG Robert M. Joyce Family and MWR Academy.
- "Save" your updates.

ACE Transcript System will send the Academy an e-mail for verification.

Upon receipt of request from ACE Transcript System, please allow six to ten days for completion of the action from ACE.

Once the Academy has verified your transcript, ACE will notify you by e-mail with instructions on how to make your \$15.00 payment. The payment will complete your transcript request.

To Obtain Help with the ACE Transcript System: If you encounter difficulty with the ACE website or have questions (e.g., status of transcript, provide credit card information), please contact:

ACE CREDIT

E-Mail: credit@ace.nche.edu

Phone: 1-202-939-9470

Toll Free: 1-866-205-6267

Hours: Monday-Friday, 08:45 am – 4:45 pm EST

ANSI/IACET Continuing Education Units (CEUs): The MG Robert M. Joyce Installation Management Academy, School for Family and MWR has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this accreditation, the School for Family and MWR has demonstrated that it complies with the ANSI/IACET Standard which is recognized internationally as a standard of good practice.

As a result of their Authorized Provider status, the School for Family and MWR is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standard.

Records of CEUs awarded provide a framework within which individuals can develop and achieve long-range educational goals through a variety of available options. Progress towards such goals, at the individual's own pace and possibly planned over a number of years, can be demonstrated and documented by official records of CEUs awarded.

A trained and qualified professional from the Academy reviews and awards IACET CEUs for all the Academy-sponsored courses. These independent reviews ensure that the courses meet the IACET Standards. The MG Robert M. Joyce Installation Management Academy, School for Family and MWR maintains permanent records that allow



Administrative

graduates to obtain and/or transmit to others, a record of their lifelong learning experiences.

Non-Official: You may view and/or print an unofficial copy of transcript by following these steps:

1. Go to <http://www.imcomacademy.com>
2. Click Login/Enter Academy.
3. Roll mouse over My Workspace.

Click My Transcript.

View/Print at this time.

FOUNDATION COURSES



The **Foundation Courses** are a suite of courses designed to enable every Family and MWR team member to establish the base knowledge necessary to start them on the right path toward career success. Each course introduces critical components of organizational operations, structure, and processes that will help new employees value and connect to organizational goals. All of the foundation courses should be completed before applying for residential, virtual classroom and/or blended courses.

Goal: Provide all Family and MWR team members with a baseline of knowledge that will encourage and strengthen them on a long-term meaningful career path in Family and MWR.

Course Completion Schedule

The following three (3) courses are required for ALL Family and MWR employees regardless of program area or grade.

- **Family & MWR Orientation Course** (Online)- This course must be completed within the first 30 days of employment by all employees.
- **Team Member Orientation*** (TMO) (Residential Classroom)- This residential classroom course is conducted at your local installations and should be completed within the first 30-90 days of employment.
- **Operation Excellence – Customer Service Training** (Residential Classroom or Online) - This course can be completed online or at your local installation in the classroom, but it must be done within the first 3 months of employment.

The following two (2) courses are required for ALL Family and MWR Program Managers, Division Chiefs, and Directors at the NF3 and above or GS equivalent.

- **Family & MWR Basic Management Course** (Online)- This course is required for all Program Managers and above. It should be completed within the first 6 months of employment.
- **Introduction to the Family and MWR Delivery System** (Online) This course is required for all Program Managers and above. It should be completed within the first eighteen (18) months of hire.

Please see [IMCOM 350-1](#) for more information on training requirements.

***NOTE:** TMO is required for all NEW Employees who have been hired at a new duty station within the past 18 months. Employees who have been at their duty location more than 18 months are strongly encouraged to attend a TMO course.

Operation Excellence – Customer Service Training (online or residential) - Operation Excellence is Family and MWR's standardized customer service training. Family and MWR is committed to providing service excellence to our Soldiers and Families that matches the quality of their service and sacrifice. This course can be taken online or as a residential classroom course at the local installation. Contact your local Customer Service Representative for residential classroom course dates and times.

NOTE**This course contains streaming video in all modules. We have received reports that the video is being blocked at some installations. If you are unable to load the videos contained in the course, please notify imcom.academy@us.army.mil

Target Audience: All Family and MWR employees

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.4

ACE Recommended Credits: None

Family and MWR Basic Management Course (online) - Successful management of an installation Family and MWR program requires a new Family and MWR manager to possess basic knowledge of Army Family and MWR philosophy, policies, and procedures. This course is targeted at all new Family and MWR managers/employees who have fiscal and program management responsibilities and are assigned to a management position. If you are new to the U.S. Army and/or to Family and MWR management responsibilities, this course is essential in helping you understand your work environment.

Target Audience: Family and MWR Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 86 hours online (20 hours internet/web reference work)

IACET CEUs: (scheduled for review in Fall 2013)

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, three (3) semester hours in Human Resources, Business Administration, or Management.



Foundation Courses

Introduction to the Family and MWR Delivery System (online) - The Family and MWR Delivery System (DS) is designed to foster the delivery of integrated, customer-focused programs geared to each installation's unique needs. By understanding customers and offering programming to meet their needs, Family and MWR-DS can increase patron opportunities in a cost-effective manner, while making more efficient use of facilities and incorporating non-facility based programming. This course will provide Family and MWR employees with an understanding of Family and MWR-DS and its benefits to the organization.

Target Audience: All Family and MWR Program Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 1 hour

IACET CEUs: 0.2

ACE Recommended Credits: None

210-466-1050

WVWV . I M C O M A C A D E M Y . C O M



Foundation Courses

BLANK
PAGE

210-466-1050

WWW.IMCOMACADEMY.COM

PROGRAM MANAGERS' CURRICULUM



The **Program Managers' Curriculum** is designed to build knowledge, skills, and abilities that are applied to managing any Family and MWR program. The Curriculum consists of six (6) virtual classroom courses, two (2) blended courses, and two (2) elective residential courses. Each course is standalone and can be taken in any order and on any timeframe; excluding the Business Plan Development course, which is the capstone course.

Curriculum Goal: The Program Managers' Curriculum provides the practical hands-on experience necessary to interpret policy, apply command guidance, and identify processes necessary to manage a Family and MWR program.

Curriculum Target Audience: Family & MWR Program Managers (Army Community Service, Community Recreation, Business Operations, Child Youth & School Services, and Support Services Division) or personnel performing similar duties at grade NF3 through NF4 or GS 7-12 who manage a garrison level Family & MWR program.

Curriculum Enrollment Procedures: Students who are interested in completing the Program Managers Curriculum should review and complete the curriculum prerequisites, review each course in the curriculum, select one (or more) of the courses listed in the curriculum, and request enrollment (see list of curriculum courses below), once all required curriculum courses have been completed, then request enrollment and complete the curriculum capstone course.

Curriculum Prerequisites: Students who wish to participate in the Program Managers Curriculum must complete the following curriculum prerequisites prior to requesting enrollment in any of the curriculum core courses:

- Foundation Courses
- Introduction to the Virtual Classroom

NOTE: Individual courses may have additional prerequisites not listed as part of the curriculum. See www.imcomacademy.com for more information.

Curriculum Core Courses: Courses in the curriculum can be completed in any order other than the curriculum capstone. Students should ensure they read and understand each course requirements prior to requesting enrollment.

- Implementing the Family and MWR Delivery Systems (Virtual)
- Leadership for Program Managers (Virtual)
- Marketing for Activity Managers (Blended)
- NAF Financial Management (Virtual)
- NAF Internal Controls (Virtual)
- NAF Personnel Management (Virtual)
- Procurement for NAF Program Managers (Virtual)

Curriculum Capstone: Students may request enrollment in the Program Managers Curriculum capstone course following successful completion of all Curriculum Core Courses.

- Business Plans (Blended)

Curriculum Elective Courses: The following electives are not required for completion of the Program Managers Curriculum, but may be completed for those who wish to learn more about programming and special events or conflict in the workplace as a Program Manager with Family and MWR.

- Programming and Special Events (Residential)
- Managing Workplace Conflict (virtual)

Curriculum Course Descriptions

Implementing the Family and MWR Delivery System (Virtual) — This Virtual Classroom Course provides the practical hands-on experience necessary to interpret policy, apply command guidance, and identify processes necessary to efficiently manage a Family and MWR-DS Program. This five (5) week course is designed to build knowledge, skills, and abilities that are applied to analyzing statistical information, identifying and filling unmet needs in Family and MWR-DS programs. Topics include teambuilding, financial management, resourcing, application of the Family and MWR-Delivery System (DS) process, and initiating and implementing an action plan.

Course Details:

Duration: 5 weeks (5 DCO Sessions)

Estimated number of Pre-work and Homework hours: 24 hours

IACET CEUs: 3.5

Leadership for the Program Managers (Virtual) — This Virtual Classroom course is an introduction to Leadership for Program Managers. Students will explore the Whole-person paradigm, discover how this approach can unleash their teams full potential and foster skill-sets that support meaningful contributions to the organization.

Course Details:

Duration: 1 week (2 DCO Sessions)

Estimated number of Pre-work and Homework hours: 6 hours

IACET CEUs: (Course scheduled for review Fall 2013)

Marketing Plans for Activity Managers (Blended) — This six-week Blended course consists of weekly eLearning/online courses that teach the student the fundamental elements of writing a marketing plan. Students then gain hands-on experience by

Program Managers' Curriculum

writing their own marketing plan through a cooperative workshop. The course consists of three modules. In module one (1), we will explore marketing principles, terminology, and the roles and responsibilities for marketing MWR programs. In modules two (2), and three (3), we will explore each main section of the marketing Plan — Market Review, Situational Review, Goals and Objectives, and Strategies. You will gain a better understanding of these sections, what information they need to include, and how to apply that knowledge to the "MWR world." The culmination of each lesson in modules two and three will be hands-on experience where you actually write each section of the marketing plan. During this cooperative workshop, you will receive coaching from your Family and Morale, Welfare and Recreation (Family and MWR) Academy Faculty as well as feedback from fellow course participants.

Course Details:

Duration: 6 weeks

Estimated number of Pre-work and Homework hours: 24 hours

IACET CEUs: 3.6

NAF Financial Management (Virtual) — This course provides the practical hands-on experience necessary to recognize and apply financial management processes required to successfully operate a non-appropriated fund (NAF) program. This seven (7) week Virtual course will apply Family and MWR financial management processes to increase student proficiency in Interpreting regulations and operating guidance, analyzing income statements, calculating and identifying labor and other operating expenses, and formulating an annual operating budget (AOB).

Course Details:

Duration: 7 weeks (7 DCO Sessions)

Estimated number of Pre-work and Homework hours: 19 hours

IACET CEUs: 5.4

NAF Internal Controls (Virtual) — Learners will examine the various policies, procedures and methods that are needed to manage internal controls in order to prevent fraud waste and abuse by ensuring control are in place, that they are being used as intended, and they are effective. The course will review the effective methods of control in the everyday management of programs and review the internal control process in accordance with established laws and regulations.

Course Details:

Duration: 4 weeks (4 DCO Sessions)

Estimated number of Pre-work and Homework hours: 19 hours

IACET CEUs: 2.6

NAF Personnel Management (Virtual) — Learners will explore non-appropriated fund (NAF) personnel management processes focusing on how Family and MWR Program Managers can hire the best people and implement practices, maximizing efficiency and productivity in their programs. This course will focus on differentiating between what is in and not in a manager's control. Course content includes **hiring**: analyzing the different generations of our workforce, the relationship to our hiring practice, and conducting a deep dive of assessment questions; **selecting**: reviewing and developing a hiring/interview matrix and questions to use when checking references; **on-boarding**: establishing a realistic model to onboard new employees for your program/facility (which develops the partnership between supervisor and team member) and creating realistic job standards; and **managing performance**: giving frequent feedback, evaluating performance and rewarding top performers, and conducting disciplinary actions. We will also be looking at **employee rights** and the manager's responsibilities in relation to Workers' Compensation, Equal Employment Opportunity (EEO) and Labor Relations.

Course Details:

Duration: 8 weeks (8 DCO Sessions)

Estimated number of Pre-work and Homework hours: 20 hours

IACET CEUs: 3.9

Procurement for NAF Program Managers (Virtual) — Learners will examine the various methods for acquiring goods and services needed to operate a non-appropriated fund (NAF) program in the most efficient, cost-effective manner and in accordance with established laws and regulations. Topics include Acquisition Planning, Specifications, Funding Sources, Procurement Methods, Contract Monitoring and Close-out.

Course Details:

Duration: 4 weeks (4 DCO Sessions)

Estimated number of Pre-work and Homework hours: 18 hours

IACET CEUs: 2.7

Curriculum Capstone

Business Plans (Blended) — In this online/blended course, students will develop a comprehensive Business Plan for their Family and MWR program/activity. Students will consider financial planning, installation business environment, and market analysis. To complete the course, students will be required to demonstrate proficiency in writing a business purpose, goals, objectives, actions and contingency plans; researching team credentials; and performing competitive, customer, and SWOT analysis.

Course Details:

Duration: 20 hours



Program Managers' Curriculum

Estimated number of Pre-work and Homework hours: N/A hours
IACET CEUs: 2.0

Curriculum Electives

Programming and Special Events (Residential) — Programming and Special Events (P&SE) is designed for Family and MWR Managers and staff who design, develop, and deliver Family and MWR programs and events. Participants may represent Recreation; Business; Child, Youth and School Services; Army Community Service; or any Family and MWR Support Service (e.g., Marketing) that has a direct role in designing and delivering programs and special events. This core School for Family and MWR course combines the Family and MWR Delivery System with the Tom Peter's WOW! Project management. The course includes instructions on conducting needs assessments, program design, creative/out-of-the-box/Wow! methodologies, building a program team, budgeting for programs and events, promotion, partnering for success, and measuring program success.

Course Details:

Duration: 8 days
Estimated number of Pre-work and Homework hours: 20 hours
IACET CEUs: 8.4

Managing Workplace Conflict (Blended) - In this course Learners will reframe the way they think about conflict. Most people hold imprecise beliefs and assumptions about the nature of conflict and how it will be resolved. You will learn to build a mental map that will serve as your guide for making moment-to-moment choices about how you can better handle conflict situations and how to manage conflict between two of your team members. There are three modules for this course. The first module will be completed online and will provide you with the necessary knowledge for the course. The second and third modules will be delivered virtually in DCO. In these modules you will apply the step of self mediation and managerial mediation to better handle conflict between you and someone else or two of your team members respectively.

Course Details:

Duration: 4 weeks
Estimated number of Pre-work and Homework hours: 5 hours
IACET CEUs: (Course scheduled for review in Winter 2014)

210-466-1050

WVVA, IMCOM/ACAD/EMY, COM

DIVISION CHIEFS' CURRICULUM



Division Chiefs' Curriculum

The **Division Chiefs' Curriculum** is designed to allow current Family and MWR Division Chiefs to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division. The Curriculum consist of three (3) Virtual courses, eLearning prerequisites, and will culminate with a one (1) week Resident Classroom Course. The entire Curriculum will focus on organizational challenges and opportunities for leaders. Major topics include financial management, marketing, leveraging resources, property, organizational awareness, and information management. Students will examine their own leadership styles and organizations to ensure knowledge is applied to real-life challenges that impact the programs within Family and MWR. Students will be challenged to think critically and apply lessons learned throughout the curriculum during the resident phase.

Curriculum Goal: The Division Chiefs' Curriculum is a practical hands-on curriculum designed to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division.

Curriculum Target Audience: Current/Acting Family and MWR Division Chiefs or personnel performing similar duties at GS 11-13 or NAF 4-5 grade levels.

Curriculum Enrollment Procedures: Students who are interested in completing the Division Chiefs' Curriculum **MUST** first request enrollment in their respective Leadership and Management for Division Chiefs' Resident Classroom course. Applicants must then ensure completion of the curriculum prerequisites and then the Curriculum Core Courses prior to attendance to the Residential Course.

Curriculum Prerequisites: Students who wish to participate in the Division Chiefs' Curriculum must complete the following prerequisites prior to requesting enrollment in any of the curriculum core courses:

- Applied Financial Planning Suite (Online):
 - Breakeven Analysis
 - Forecasting
 - Income Statement Analysis
 - Retail Sales Accountability
- Foundation Courses
- Introduction to the Virtual Classroom

Curriculum Core Courses: Courses listed below can be completed in any order. Once the Core courses have been completed, the student is ready to attend the residential course. Students must complete The Division Chiefs' Curriculum in the same fiscal year

Division Chiefs' Curriculum

they began the curriculum. NOTE: Curriculum Core Courses may have additional prerequisites prior to requesting enrollment.

The three (3) Core Courses will be taken using Defense Connect Online (DCO) as a Virtual Classroom Course. Multiple sections and times are available for enrollment.

- Myers Briggs Type Indicator (MBTI)
- Situational Leadership II
- Overcoming Ineffective Habits for Division Chiefs

NOTE: If you have already attended a Division Level Course prior to 2013, but did not have an opportunity to complete the three (3) Core Courses listed above, students may then apply independent of the curriculum based off the following priority and space available: A) Sitting/Acting Division Chief, B) Division Chiefs who previously completed the Division Level Residential Course, but did not get virtual courses, C) Sitting Director of FMWR, D) IMCOM G9 Supervisors.

Curriculum Core Course Descriptions

Myers Briggs Type Indicator* (Virtual) — The Myers Briggs Type Indicator® is the most widely used personality instrument in the world. When validated and professionally interpreted it can help learners understand themselves and their preferred learning style and assess their leadership skills. It can also help identify strengths and areas for development in communication, handling conflict, interactions with others, and self management. Temperament theory, which is based on the results of the MBTI®, provides further exploration of observable differences in behavior. It focuses on the strengths these differences bring to the table. It can also help to increase individuals' confidence in the gifts and strengths they bring to the workplace and recognize how to use the gifts and strengths of others to create a more satisfying and effective workplace environment. In this VIRTUAL classroom, learners will complete the MBTI® instrument on line, validate their type and temperament, and examine their personal leadership style and its influence on the organization. Based on self awareness, they will identify actions to adjust leadership style to improve team outcomes.

Course Details:

Duration: 2 weeks (2 DCO Sessions)
Estimated number of Pre-work and Homework hours: 7
IACET CEUs: (Scheduled for review Fall 2013)

Situational Leadership II* (Virtual)—Situational Leadership II (SLII) is a model for developing individuals, over time, so they can reach their highest level of performance on a specific goal or task. It is a process for helping individuals become self-motivated and self-directed. SLII is based on the relationship between an individual's development level on a specific goal or task and the leadership style (direction and support) the leader provides. Effective leadership lies in matching the appropriate leadership style to the individual's development level. Students will complete the Leadership Behavioral Analysis II (LBAII) online assessment that measures participant's leadership style as it relates to flexibility and effectiveness. In this VIRTUAL classroom students will 1) Discover ways to open up communication--increase the frequency and quality of conversations about performance and development, 2) Help others develop competence and commitment, 3) Teach others how to provide their own direction and 4) Value and honor differences.

Course Details:

Duration: 2 weeks (3 DCO Sessions)
Estimated number of Pre-work and Homework hours: 6
IACET CEUs: (Scheduled for review Fall 2013)

Overcoming Ineffective Habits for Division Chiefs (Virtual)—This course is based on the book *What Got You Here Won't Get You There* by Marshall Goldsmith. Students will explore the twenty leadership habits in the book and how these habits impact on an organization. Students will then relate those same habits to their own leadership attributes and the impact on leading teams by analyzing and communicating strengths and areas for development.

Course Details:

Duration: 1 week (1 DCO Session)
Estimated number of Pre-work and Homework hours: 4
IACET CEUs: (Scheduled for review Fall 2013)

Resident Classroom Courses: Students MUST request enrollment in their respective Residential Leadership and Management Division Level Course prior to requesting enrollment in any of the Curriculum Core Courses. These courses have been recommended for college credit by the American Council on Education.

Leadership and Management for ACS Directors: In the upper-division baccalaureate degree category, three (3) semester hours in Business Administration, Leadership, or Military Science (This course will not be offered in FY14).

Leadership and Management for Business Operations Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in Leadership or

Management.

Leadership and Management for CYS Services Coordinators: In the lower division baccalaureate/associate degree category, three (3) semester hours in Supervision or Communications.

Leadership and Management for Recreation Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in Recreation and Park administration, Public Administration, Leadership, or Organizational Development.

Leadership and Management for Support Services Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in leadership or management.

NOTE: See Calendar for schedule of Division Chiefs' Curriculum course dates and times.

*Students who have taken MBTI or Situational Leadership II in another course can request course credit. Students requesting credit will be required to show proof of course completion and pass a course exam/final project. Contact the Schools Registrar for more information at 210-466-1050.

Division Chiefs' Curriculum Steps

1. Request enrollment in your Divisions respective Leadership and Management for Division Chiefs' Residential Classroom course.
2. Ensure completion of all Curriculum Prerequisites
3. Request enrollment and complete Curriculum Core Courses.
4. Attend Residential classroom course



210-466-1050

WWW.IMCAcademy.COM

BLANK
PAGE

EXECUTIVE LEADERSHIP COURSES



Classroom Courses:

Executive Development for Directors of Family and MWR (Residential Classroom) Innovation combined with strong execution based on data driven efforts can improve the performance of the Directorate of Family and MWR and ultimately the garrison. This course offers a unique opportunity for Directors of Family and MWR to take the lead to shape the present and future in implementing the Installation Management Campaign Plan and to be the touch-point for Soldiers and Families. In this course, the students will take a holistic approach to installation management as they study the Standard Garrison Organization and create strategies for integration of effort among the garrison directorates. Students will explore the macro environment (national political, social, and economic trends) and determine the impact on individual installations and Family and MWR operations. Students will have the opportunity to interact with the Army, Installation Management Command, and Family and MWR Command leaders for discussion of current issues and trends and future challenges that face Family and MWR programs. Using the Installation Management Campaign plan as a framework, students will plan innovative programming that meets customer needs in an environment of dwindling resources. They will explore concepts and tools required to identify and evaluate data needed to make sound decisions concerning program delivery. Students will apply standards and measurements to evaluate Family and MWR programs and identify opportunities to build partnerships and other collaborative ventures inside and outside the gate. Students will apply analysis tools to arrive at approaches to solutions for redirecting strategies or resources to meet Family and MWR program standards for quality and accountability. **This course is required for all Directors of Family and MWR IAW (IMCOM Regulation 350-1, 6-4h). It is the capstone course for Family and MWR professionals.**

Terminal Learning Objectives:

1. Synthesize high performance leadership models and design strategies to employ principles.
2. Apply laws and interpret plans and regulations governing Installation Management operations.
3. Create strategies that cultivate and sustain a cost culture that optimizes resources and cost-informed decisions in support of the Army's Strategic goals and objectives.
4. Appraise and evaluate characteristics programs and services for the purpose of ensuring they are customer-focused and performance-based.

Target Audience: This course is required for all Directors of Family and MWR.

Prerequisites: Foundation Courses
Applied Financial Planning:
- Breakeven Analysis

Executive Leadership Courses

- Forecasting
- Income Statement Analysis
- Retail Sales Accountability

Executive Leadership and Development for FMWR Division Chiefs

Hours of Pre-work/Homework: 14 hours of Pre-work / 10 hours of Homework

Duration: 80 hours (2 weeks)

IACET CEUs: 8.7

ACE Recommended Credits: In the upper division baccalaureate degree category, 3 semester hours in Business Administration or Management.

Executive Leadership and Management for Family and MWR Division Chiefs

(Residential Classroom) Sitting, experienced Family and MWR Division Chiefs, including ACS Directors, CYSS Coordinators, Business Program Directors, Recreation Division Chiefs and Support Division Chiefs, or persons performing similar duties are the target audience. In this course, students will explore the breadth and depth of the Family and MWR environment, focusing on how Family and MWR Divisions interact to deliver on the Army Family and Community Covenants. Students will also learn effective strategies for leading and managing organizations responsive to change. The curriculum focuses on balancing the tension between long-term program goals and short-term political pressures. Topics include integrating the strategic plan, business plan and business cases, resource management, and program evaluation. The course uses a wide variety of instructional methods. Students will have the opportunity to interact with the G9 program proponents for discussion of current issues and trends and future challenges that face Family and MWR programs.

****Note**** This course is a prerequisite for the Executive Development for Directors of Family and MWR Course, which is a required course for Directors of FMWR.

Target Audience: Family and MWR Division Chiefs

Prerequisites:

Classroom Prerequisite: Sitting Division Chiefs must have completed their functional classroom Division Chiefs course first (ACS Directors course, Recreation Division Chief course, etc.) as part of the sequential and progressive career development plan in Family and MWR.

Online Prerequisites:

Foundation Courses
Applied Financial Planning

Executive Leadership Courses

- Breakeven Analysis
- Forecasting
- Income Statement Analysis
- Retail Sales Accountability

Hours of Pre-work/Homework: 10-12 hours Pre-Work / 8-10 hours Homework

Duration: 76 hours (2 weeks)

IACET CEUs: 10.4

ACE Recommended Credits: In the upper division baccalaureate degree category, 4 semester hours in strategic planning or leadership and management.

ELEARNING COURSES



Army FCC Online – Central Enrollment Registry (CER)

Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes. This course will guide Central Enrollment Staff through the process of how to use Army FCC Online as a search tool to explore Family Child Care availability at each installation. CER staff members will learn to navigate Army FCC Online to showcase to parents the quality and uniqueness of each Provider's home.

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include: FCC Directors, FCC Training and Curriculum Specialist and Central Enrollment Registry clerks. Other CYSS managers, trainers, specialists and lead Child and Youth Program Assistants (CYPAs) as well as any Family and MWR managers who would like to learn more about the Army FCC Online.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 2 hours

IACET CEUs: 0.3

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army FCC Online – Directors

Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes, helping to maximize enrollment through a website tool that FCC Directors can help Providers become successful at marketing their FCC homes and manage their vacancies.

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include: FCC Directors, FCC Training and Curriculum Specialists and Central Enrollment Registry clerks.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.8

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army FCC Online – Providers

Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes. This course will assist FCC Providers in developing and uploading their Provider Profile in Army FCC Online. Provider Profiles will be designed to showcase the quality and uniqueness of each Provider's home helping Providers successfully market their home business and manage vacancies through a website tool.

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include FCC Directors, FCC Training and Curriculum Specialists and Central Enrollment Registry clerks. Other CYSS managers, trainers, specialist, and lead Child and Youth Program Assistants (CYPAs); as well as any Family and MWR managers who would like to learn more about the Army FCC online.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 2 hours

IACET CEUs: 0.4

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army Family and MWR Applied Financial Planning – Breakeven Analysis

Description: This course consists of one (1) module. Students will be introduced to breakeven analysis as a management tool and learn how to calculate the break-even point using both the formula and box method. Students will also be introduced to contribution margin and how it is used to determine either the dollars required or the number of units that need to be sold to breakeven. Throughout this



eLearning Courses

course, students will be given the opportunity to practice breakeven analysis skills through a variety of scenarios.

Target Audience: Family and MWR Activity / Program Managers.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 5 hours.

IACET CEUs: 0.4

ACE Recommended Credits: In the lower division baccalaureate/associate or upper division baccalaureate degree category, 2 semester hours in Financial Management (1/06)(9/09).

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army Family and MWR Applied Financial Planning – Forecasting

Description: This course consists of two (2) modules. Students will be given an overview of forecasting and how it is used in financial planning. Students will also learn the process and techniques involved in preparing a forecast and will be given the opportunity to practice forecasting.

Target Audience: None

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 5.5 Hours

IACET CEUs: 0.8

ACE Recommended Credits: In the lower division baccalaureate/associate or upper division baccalaureate degree category, 2 semester hours in Financial Management (1/06)(9/09).

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting

completion of all courses.

Target Audience: Family and MWR Activity / Program Managers.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 5 hours

IACET CEUs: 0.4

ACE Recommended Credits: In the lower division baccalaureate/associate or upper division baccalaureate degree category, 2 semester hours in Financial Management (1/06)(9/09).

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army Family and MWR Applied Financial Planning – Income Statement Analysis

Description: This course consists of three (3) modules that will introduce the student to the process of reviewing the income statement and analyzing data to diagnose trends in Sales, Other Operating Income, Other Income, Total Revenue, Cost of Goods Sold, Labor Cost, Other Operating Expenses, Other Expenses, Depreciation, and Net Income. Throughout this course, students will be given the opportunity to practice analysis skills by analyzing data for various programs at the fictitious Fort Anywhere installation. Given operating data and a scenario, students will be asked to identify the trend, determine possible causes, and suggest management action.

Target Audience: Family and MWR Activity / Program Managers.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 14 hours

IACET CEUs: 3.4

ACE Recommended Credits: In the lower division baccalaureate/associate or upper division baccalaureate degree category, 2 semester hours in Financial Management (1/06)(9/09).

Army Family and MWR Applied Financial Planning – Retail Sales Accountability

Description: This course consists of 1 module that will introduce the student to methods used to control resale inventory. Throughout this course, students will be given the opportunity to practice inventory analysis skills by analyzing data for various programs at the fictitious Fort Anywhere installation. Given operating data and a scenario, students will be asked to identify the trend, determine possible causes, and suggest management action.

Target Audience: Family and MWR Activity / Program Managers.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 3 hours

IACET CEUs: 0.4

ACE Recommended Credits: In the lower division baccalaureate/associate or upper division baccalaureate degree category, 2 semester hours in Financial Management (1/06)(9/09).

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Basic Non-Appropriated Funds (NAF) Contracting

Description: This course is designed to provide information on Government contracting as part of the acquisition process, the rules of Appropriated and Non-appropriated Fund contracting, areas of responsibilities in NAF contracting, NAF procurement processes for small (simplified) purchasing, NAF contracting methods, NAF contracting administrative matters, simplified purchasing, NAF contracting administration, and forms used for contracting.

This is a self-paced course. A pre-course requirement for Army personnel applying for the Procurement for the NAF Program Managers course. Other Family and MWR program managers also take this course to understand basic contracting procedures, terms, and regulatory guidance.

Target Audience: NAF Contracting personnel. Other military service branches NAF employees can take this course.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 7.5 hours

IACET CEUs: 2.0

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Acquisition, General Business, Procurement, or Purchasing (1/06)(9/09).

Bowling Basics

Description: Bowling Basics provides information on the origin and history of bowling, bowling center structures, bowling basics and bowling center safety. Bowling basics provides information to include how to select and hold the ball, why bowling shoes are important, and how to begin your approach before you release the ball.

Target Audience: Bowling Business Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.3

ACE Recommended Credits: None

Child and Youth Management System (CYMS)

Description: The MWR CYMS course provides an overview of what CYMS is, who uses CYMS and why CYMS is important to CYSS and the Army mission. Module one provides students with information on CYMS functions to include navigation techniques using the CYMS menu bar, function buttons, and hot buttons. It also details useful keys and shortcuts to performing daily functions within CYMS. Module two consists of interactive simulations on entering a household, issuing a PASS, enrolling children in classes and running CYMS reports. The knowledge checks test your skills in performing these functions.

Target Audience: Family and MWR Staff who uses CYMS software.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.4

ACE Recommended Credits: None

Commercial Sponsorship

Description: The Family and MWR Commercial Sponsorship Course is aimed at giving Family and MWR Commercial Sponsorship professionals the skills they need to run a successful sponsorship program. This eight module course covers all aspects of commercial sponsorship in Family and MWR from history and regulations to pricing methods to writing successful proposals.

Target Audience: Commercial Sponsorship Program Managers and Marketing Staff

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 15 hours

IACET CEUs: 1.4

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Hospitality Management or Marketing and Sales (9/09).

CYSS Space Census – CDC

Description: The CYSS Space Census: CDC course provides information on the CYSS Space Census in general and the CDC Space Census in particular. By taking the course, learners gain a better understanding of the Space Census and learn how to complete a successful Space Census for Child Development programs. The Space Census includes four types of calculations: Actual Capacity, Adjusted Design Capacity, Operational Space Capacity, and Compensatory Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains four modules, with a total 11 lessons, each requiring 30-45 minutes to complete.

Target Audience: CYSS Directors and others with an interest in; or need to know how to conduct a space census.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 6-8 hours

IACET CEUs: 1.1

ACE Recommended Credits: None

CYSS Space Census – Coordinators

Description: The CYSS Space Census: Coordinators course provides information on the CYSS Space Census in general, and overviews of the individual CDC, FCC and SA/Y/Teen Center Space Censuses. The course also examines the roles and responsibilities of the CYSS Coordinator and the CYSS Space Census Team. By taking the course, learners gain a better understanding of each program Space Census and the CYSS Coordinator's role in leading the CYSS team through the Space Census process, evaluating the resulting data, and making program decisions based on the results. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains two modules, with a total 9 lessons, each requiring 30-45 minutes to complete.

Target Audience: CYSS Coordinators, Directors, Managers and other with an interest in; or need to know how to conduct a space census.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 5-7 hours

IACET CEUs: 1.0

ACE Recommended Credits: None

CYSS Space Census – FCC

Description: The CYSS Space Census: FCC course provides information on the CYSS Space Census in general and the FCC Space Census in particular. By taking the course, learners gain a better understanding of the Space Census and learn how to complete a successful Space Census for Family Child Care programs. The Space Census includes four types of calculations: System & Cumulative Capacity, Actual Capacity, Operational Space Capacity, and Target Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains three modules, with a total 9 lessons, each requiring 30-45 minutes to complete.

Target Audience: CYSS Directors, Managers and others with an interest in; or need to know how to conduct a space census.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 5-7 hours

IACET CEUs: 0.8

ACE Recommended Credits: None

CYSS Space Census – SA/MS/T

Description: The CYSS Space Census: SA/MS/T course provides information on the CYSS Space Census in general and the SA/MS/T Space Census in particular. By taking the course, learners gain a better understanding of the Space Census and learn how to complete a successful Space Census for School Age, Middle School and Teen programs. The Space Census includes four types of calculations: Actual Capacity, Adjusted Design Capacity, Operational Space Capacity, and Compensatory Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains four modules, with a total 12 lessons, each requiring 30-45 minutes to complete.

Target Audience: CYSS Directors and others with an interest in; or need to know how to conduct a space census.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 7-9 hours

IACET CEUs: 0.4

ACE Recommended Credits: None

CYSS Mobilization and Contingency

Description: This online course teaches CYSS staff how to ensure continued care and supervision for children and youth during deployments, natural disasters, and emergencies. Based on the highly-regarded MAC Workbook and consultation with a variety of experts, the CYSS Mobilization and Contingency Course is designed as a practical exercise for developing an actual Mobilization and Contingency (MAC) Plan. A student interactively analyzes the local Garrison environment, develops a plan, then learns how to monitor, implement, and evaluate it. Expanded course information includes prevention and containment strategies for a pandemic outbreak.

Target Audience: CYSS Management Personnel

Prerequisites: None

Hours of Pre-work/Homework: Individualized research (All students are required to submit a CYSS MAC plan upon completion of the course to receive full course completion credit.)

Duration: 4 hours

IACET CEUs: 1.5

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

Family and MWR Basic Management Course (Version 3.0)

Description: Successful management of an installation Family and MWR program requires a new Family and MWR manager to possess a basic knowledge of Army Family and MWR philosophy, policies, and procedures. This course will familiarize the new Family and MWR manager with this basic knowledge. It has been targeted for all new Family and MWR managers/employees who have fiscal and program management responsibilities and are assigned to a management position for the first time. If you are new to the U.S. Army and to Family and MWR management responsibilities, this course is essential in helping you understand your work environment.

Target Audience: Family and MWR Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 86 hours online (20 hours internet/web reference work)

IACET CEUs: (To be determined)

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 3 semester hours in Human Resources, Business Administration, or Management (9/04)(1/08)(1/11).

Family and MWR Orientation

Description: The Family and MWR Orientation course is a requirement for everyone in Family and MWR to complete. Anyone who is interested in participating in any of the Academy classroom courses is required to have completed this course online. If you are new to the U.S. Army and to Family and MWR, this course is essential in helping you understand your work environment. If you have been working in this environment for some time already, you may find interesting tidbits in the modules that you may not have known previously.

The four modules offered in the Orientation course provide a very good overview of both the U.S. Army and the Non-appropriated Funds Instrumentality (NAFI) known as "Family and Morale, Welfare and Recreation (Family and MWR)". No pass / fail scoring is tracked as part of student transcripts with this course.

Target Audience: All Family and MWR Employees

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: None

ACE Recommended Credits: None

Family and MWR Budgeting and APF Support

Description: This course consists of two (2) modules. All managers - whether in child development, arts and crafts, clubs, golf, or any of the myriad of Family and MWR activities - must prepare budgets that forecast and document the requirements to operate their program. Students will be introduced to the NAF budgeting process to include the elements of NAF budget submissions, approval process and NAF budgetary constraints. Students will also gain an overall knowledge of APF budgeting and execution cycle, how APF flows under UFM and identify the Management Decision Packages (MDEPs) that fund Family and MWR programs. In the second module students will learn how to determine budget requirements, prepare the Manager's Budget Narrative, quantify the budget requirements and determine the funding source for those requirements.

Target Audience: Family and MWR Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 3 hours

IACET CEUs: 1.7

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Budget Management (9/09).

****NOTE**** In order to obtain 2.0 Semester hours, users are required to complete this course, along with the Family and MWR Budgeting in the NAF System online course,

Family and MWR Budgeting in the NAF System

Description: This course consists of two (2) modules. Students will be introduced to the use of FMBS to complete the three budget inputs (AOB, CPMC, and APF/NAF 5-Year Plan) required of operating managers. Students will gain an overall knowledge of how to identify the operating areas that must be forecasted to complete the AOB, calculate the value of specific revenues and expenses, and describe how to enter revenues and expenses into the AOB portion of the FMBS. Students will also be able to describe how to enter data into the CPMC budget and the Five-Year Financial Plan.

Target Audience: Family and MWR Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 3 hours

IACET CEUs: 2.0

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Budget Management (9/09).

****NOTE**** In order to obtain 2.0 Semester hours, users are required to complete this course along with the Family and MWR Budgeting and APF Support online course.

13SSFH, Food Safety ServSafe® Food Handler (Employee Level)*

Description: The National Restaurant Association (NRA) ServSafe® Food Safety Online Course is non progressive course that offers the most current and comprehensive food safety training to Family and MWR workforce in five (5) key areas in Food Handling are: Basic Food Safety, Personal Hygiene, Cross-contamination & Allergens, Time & temperature, and Cleaning & Sanitation. Course access keys are centrally funded by School for Family and MWR. Course and assessment must be completed within sixty (60) days of course access key activation. Course is interactive and self directed with a non-proctored 40 question assessment at the end. A ServSafe® Food Handlers Certificate link will be provided upon course completion with a passing score of 75% or higher

Target Audience: This course is designed for frontline employees that serve food and beverages to our customers.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 60-90 minutes

IACET CEUs: None

ACE Recommended Credits: None

**Course requires Instructor approval*

13SSFM Food Safety ServSafe® Manager Online Course (including Chef)*

Description: The National Restaurant Association (NRA) ServSafe® Manager Online Course is non progressive course that offers the most current and comprehensive food safety training to Family and MWR Managers and Chefs in Sanitation, The Flow of Food through the Operation, and Sanitary Facilities and Pest Management. Course meets the standards set forth on TB Med 530 for a 4 year training certification. To stay current, Food Sanitation Refresher course is required after three years from taking this course. Course is interactive covering the critical food safety preparing managers for hundred (100) questions timed and proctored (by NRA certified proctor) assessment. Course Access Keys are centrally funded by School for Family and MWR. Course and assessment must be completed within ninety (90) days of course access key activation. ServSafe® Manager Certificate will be awarded after a successful completion of course and assessment with a passing score of 75% or higher. Target audience: Course is designed to target manages (Chefs, Sous Chefs, Business Managers, Operation Managers, Cooks, and CYSS Directors) who manage and/or serve food and beverages.

Target Audience: This course is designed for Managers, Chefs, Sous Chefs, CYSS Directors and Cooks.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 8 hours

IACET CEUs: None

ACE Recommended Credits: None

**Course requires Instructor approval*

13SSA, ServSafe Alcohol® Online Course*

Description: The National Restaurant Association (NRA) ServSafe® Alcohol Online Course is non progressive course that offers the most current and comprehensive

alcohol safety that is consistent and critical to Family and MWR workforce in Alcohol Law and Your Responsibility.

- Alcohol Law and Your Responsibility
 - Your Responsibility as a Seller or Server of Alcohol
 - The Role of the Liquor Authority
 - Laws Restricting Alcohol Service
- Recognizing and Preventing Intoxication
 - Alcohol and the Body
 - Factors that Affect Blood Alcohol Content (BAC)
 - Assessing Intoxication: Counting Drinks
 - Assessing Intoxication: Observing Guests for Signs of Intoxication
 - The Importance of Observation and Communication
 - Preventing Guests from Becoming Intoxicated
- Checking Identification
 - Acceptable Forms of Identification
 - Verifying Identification
 - The Proper Procedure for Checking IDs
 - Dealing with a Fake ID
- Handling Difficult Situations
 - Handling Intoxicated Guests: Stopping Service
 - Handling Intoxicated Guests: Arriving and Departing
 - Handling Potentially Violent Situations and Illegal Activities
 - Documenting Incidents.

Practice test is included to help and prepare students for the certification examination. Course meets the standards set forth on in the AR 215-1, 10-8d, as initial and annual training. Course is approved for Family and MWR workforce serving alcohol. Course access keys are centrally funded by School for Family and MWR must be

completed within ninety (90) days of course access key activation. A ServSafe® Alcohol Certificate will be awarded upon course completion with a score of 75% or higher.

Target Audience: Food and Beverage Managers, Bar Managers, Bartenders and anyone that may serve alcohol in their operations.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: None

ACE Recommended Credits: None

**Course requires Instructor approval*

Food Sanitation Refresher

Description: This is REFRESHER course and NOT a replacement for the standard National Restaurant Association (NRA) ServSafe course or similar course provided by your Garrison/Installation in safe food handling. This course is to be used annually to meet continuing educational requirements for Food and Beverage/CYSS Manager, Chefs and Cooks in compliance with TB Med 530. If you need initial 4 year Sanitation training, please enroll in "Food Safety ServSafe® Manager Online (including Chefs)." This course will review proven sanitation policies and techniques – Importance of Food Safety Allergens The Flow of Food Through the Operation Roles and Responsibilities for Safe Food Handling Recognizing the Threats and Concerns Hygiene, Work Habits and Terms Time and Temperature Clean and Sanitize Keeping Food Safe Catering and Field Feeding Serving the Food Shellfish

****Note****Your transcript must reflect a valid certificate of completion issued by the NRA or like source prior to enrollment.

If you have taken and successfully a food sanitation course through your Garrison/Installation or other approved provider, you may add this training as a User-Added Learning Event and have it verified by your supervisor so it will reflect on your transcript.

Target Audience: This course is targeted at those who have had initial Sanitation Training and need to meet annual continuing educational requirements for Food and Beverage/CYSS employees in compliance with TB Med 530.

Prerequisites: Food Safety ServSafe® Manager Online (including Chefs)

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: None

ACE Recommended Credits: None

IMETS User Training

Description: This training explains how to use IMETS, a web-based software system that provides an automated Family and MWR manning document. The manning document is available in near-real time and assists in managing and tracking the Family and MWR workforce. This training provides plenty of coaching and hands-on practice using the software. There are 16 lessons, each requiring about 10-15 minutes to complete.

Target Audience: Garrison IMETS Administrators and any Family and MWR Program Manager who wants to learn about how the Family and MWR Manning document is managed.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.4

ACE Recommended Credits: None

Introduction to Better Opportunity for Single Soldiers (BOSS)

Description: This course is set up as a curriculum and contains fourteen (14) lessons. The training provides a brief overview of Family and MWR and a more in-depth view of the BOSS Program. It discusses history, mission, components, administration, budget, marketing, and the organization of BOSS. At the end of this course, learners will have a better understanding of the basics of BOSS and how BOSS relates within the Family and MWR organization.

Target Audience: Senior Enlisted Advisors, BOSS Presidents, Family and MWR Advisors, BOSS representatives.

Prerequisites: Marketing and Event Planning, Marketing Plan Assignment

Hours of Pre-work/Homework: None

Duration: 40 hours

IACET CEUs: (To be determined)

ACE Recommended Credits: In the lower division baccalaureate / associate degree category, 2 semester hours in Business Administration (1/11).

Introduction to the Family and MWR Delivery System

Description: This course is designed to foster the delivery of integrated, customer-focused programs geared to each installations' unique needs. By understanding customers and offering programming to meet their needs, Family and MWR-DS can increase patron opportunities in a cost-effective manner, while making more efficient use of facilities and incorporating non-facility based programming. This course will provide Family and MWR employees with an understanding of Family and MWR-DS and it's benefits to the organization.

Target Audience: All Family and MWR employees at all levels of the organization, including Recreation, Business, Lodging, Child, Youth and School Services; Army Community Service; or any Support Services.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 1 hour

IACET CEUs: None

ACE Recommended Credits: None

Marketing Plans for Activity Managers (Short Version – No Assignment)

Description: In this course, Students will review the fundamental marketing principles associated with creating a marketing plan. Students will explore marketing principles, terminology, and the roles and responsibilities for marketing your program. Students will also take a broad look at what sections you need to include in an Family and MWR marketing plan. In all, you will gain a better understanding of marketing and how it applies to your "Family and MWR world."

Target Audience: Family and MWR Activity Managers

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 6 hours

IACET CEUs: None

ACE Recommended Credits: None

NRPA – Inclusive Recreation Training Series

Description: This course will provide you with the fundamental information needed to recognize the purpose, best practices, and long-term benefits of inclusive recreation. Students will explore the Americans with Disabilities Act (ADA), and the history and definitions of inclusive recreation. This course made up of two (2) online courses offered through the National Recreation and Park Association (NRPA). Students who enroll in the Academy course will be required to complete 1. NRPA - Introduction to Inclusive Recreation 2. Next Steps: Inclusive Recreation Planning Course. Please note that the course is hosted online through the NRPA's website. Once your enrollment request in the Training Series has been approved by the Academy, you will receive an email with NRPA enrollment instructions. Upon completion of the course, students are required to provide a copy of their certificate of completion for both courses to the Academy.

Target Audience: Family and MWR Program Managers

Prerequisites: None

Hours of Pre-work/Homework:

Duration:

IACET CEUs: None

ACE Recommended Credits: None

Operation Excellence – Online Customer Service Training

Description: Operation Excellence is Family and MWR's standardized customer service training. Family and MWR is committed to providing service excellence to our Soldiers and Families that matches the quality of their service and sacrifice.

****NOTICE**** This course contains streaming videos in all modules. We have received reports that the video is being blocked at some installations. If you are unable to load the videos contained in the course, please contact imcom.academy@us.army.mil

Target Audience: All Family and MWR employees at all levels of the organization, including Recreation, Business, Lodging, Child, Youth and School Services; Army Community Service; or any Support Services.

Prerequisites: None

Hours of Pre-work/Homework: None

Duration: 4 hours

IACET CEUs: 0.4

ACE Recommended Credits: None

Reducing the Risk of Child Abuse in Army CYSS Settings

Description: Reducing the Risk of Child Abuse in Army CYSS Settings provides valuable insight for anyone that may work with children. This course provides information on how to identify child abuse inside and outside of our own facilities and how to keep Army children safe. The course will review Army guidance, child abuse identification, child abuse reporting and appropriate interactions with children.

Target Audience: Child, Youth and School Services and FMWR employees that may work with children.

Prerequisites: N/A

Duration: 1 hour

ACE Credits: TBD

School Liaison Support Officers

Description: This course is a curriculum of four (4) modules designed to familiarize the new School Liaison Officer with the responsibilities of the position. The modules include:

- School Support Services – Experiences
- School Support Services – The Army Community
- School Support Services – The Basics
- School Support Services – The School Community

Target Audience: Installation School Liaison Officers

Prerequisites: None

Hours of Pre-work/Homework: 1-2 hours

Duration: Self-paced

IACET CEUs: None

ACE Recommended Credits: None

CUSTOMER SERVICE PROGRAM



CHOOSE EXCELLENCE

in Serving the Family and MWR Customer



Cheerful greeting!
Use positive communication!
Show a positive image and attitude!
Teamwork!
Own your job!
Make it up to the customer!
Extra mile!
Remember to thank each customer!

Family & MWR Team Member Orientation (classroom onsite at garrisons):

This program integrates new employees into the Family and MWR Culture at their local garrison. The orientation explores Family and MWR's purpose, impact and commitment to service excellence, the role of new team members in the organization's mission, and how they impact the lives of Soldiers and Families. Army policy is that all Family and MWR staff should complete this course within the first 30-90 days on the job. This course is delivered onsite at garrisons.

Operation Excellence (OPEX) Customer Service Training:

Operation Excellence is Family and MWR's standardized customer service training program. Family and MWR is committed to providing service excellence to our Soldiers and Families that matches the quality of their service and sacrifice. This creates value for our customers through predictable, consistent and customer-focused service. The target audience is all Family and MWR employees in all programs and at all levels of the organization. Army policy is that all Family and MWR staff will complete annual OPEX training. There are four versions of the training program:

1. **Online OPEX:** This four-hour introductory OPEX course is available immediately to the workforce through www.imcomacademy.com and can be taken at the learner's own schedule and own pace. The online course is called Operation Excellence — Online Customer Service Training. This is a recommended component of onboarding to be completed within the first 30 days on the job.
2. **Classroom OPEX:** This four-hour classroom course also provides an introduction to OPEX and satisfies the year-one training requirement. Taught onsite at garrisons, the classroom version provides the benefit of cross-functional team-building and networking opportunities. Learners develop and hand-in a written action plan for implementing learning. Either the classroom or online OPEX course should be completed within a new employee's first 30-90 days of employment.
3. **Sustaining the Employee Covenant for Managers Workshops:** Designed specifically for Family and MWR garrison supervisors and managers to explore how to uphold the Employee Covenant and create a culture where staff can thrive. The workshops culminate with managers creating a self-developed action plan to sustain the Employee Covenant.
4. **OPEX Annual Frontline Refresher:** This three-hour course provides annual refresher training for team-members in Operation Excellence. The modules refresh every year, allowing flexibility in course to address current needs on the ground. Learners develop and hand-in a written action plan for implementing learning.

CALENDAR



Introduction to the Virtual Classroom Schedule

Day	Date	Time
October 2013		
Tuesday	1-Oct	1300
Wednesday	2-Oct	1800
Thursday	10-Oct	0700
Wednesday	16-Oct	1300
Monday	21-Oct	0900
Monday	28-Oct	0900
November 2013		
Monday	4-Nov	1800
Tuesday	19-Nov	0700
December 2013		
Thursday	5-Dec	1300
Tuesday	10-Dec	1300
Tuesday	17-Dec	1300
Thursday	19-Dec	1800
January 2014		
Wednesday	8-Jan	0900
Monday	13-Jan	1300
Thursday	16-Jan	0700
Tuesday	21-Jan	1800
Thursday	23-Jan	1300
Wednesday	29-Jan	1000
February 2014		
Thursday	6-Feb	1800
Thursday	13-Feb	1300
Tuesday	25-Feb	0700
March 2014		
Monday	3-Mar	1000
Wednesday	12-Mar	1300
Wednesday	19-Mar	0700
Thursday	27-Mar	1800

*Course Times are based on the central time zone. You must adjust off this time for your time zone. Please visit www.imcomacademy.com to see our time zone tool.

Introduction to the Virtual Classroom Schedule

WWW.IMCOMACADEMY.COM - 210-466-1050

April 2014		
Wednesday	2-Apr	1300
Wednesday	9-Apr	0700
Tuesday	15-Apr	1800
Wednesday	23-Apr	1000
Wednesday	30-Apr	1300
May 2014		
Thursday	8-May	1000
Thursday	15-May	1800
Tuesday	20-May	0700
Thursday	29-May	1300
June 2014		
Monday	9-Jun	1300
Tuesday	17-Jun	0700
Monday	30-Jun	1300
July 2014		
Tuesday	8-Jul	1800
Wednesday	9-Jul	1000
Wednesday	16-Jul	1300
Thursday	24-Jul	0900
Tuesday	29-Jul	1800
August 2014		
Thursday	7-Aug	1300
Monday	11-Aug	1300
Monday	18-Aug	0700
Tuesday	26-Aug	1000
September 2014		
Tuesday	9-Sep	1300
Wednesday	17-Sep	1800
Tuesday	23-Sep	1000
Thursday	25-Sep	0700

*Course Times are based on the central time zone. You must adjust off this time for your time zone. Please visit www.imcomacademy.com to see our time zone tool.

Program Managers Curriculum Schedule

NAF Personnel Management—Virtual

Weekday	Time*	Start Date	End Date
Tuesday	1300 - 1500	8-Oct-13	26-Nov-13
Wednesday	0700 - 0900	9-Oct-13	27-Nov-13
Tuesday	1800 - 2000	4-Feb-14	25-Mar-14
Wednesday	1000 - 1200	5-Feb-14	26-Mar-14
Tuesday	1800 - 2000	29-Apr-14	17-Jun-14
Thursday	0700 - 0900	1-May-14	19-Jun-14
Wednesday	1300 - 1500	6-Aug-14	24-Sep-14
Thursday	0900 - 1100	7-Aug-14	25-Sep-14

NAF Financial Management—Virtual

Weekday	Time*	Start Date	End Date
Wednesday	1800 - 2000	9-Oct-13	20-Nov-13
Thursday	1300 - 1500	10-Oct-13	21-Nov-13
Tuesday	1300 - 1500	4-Feb-14	18-Mar-14
Thursday	0700 - 0900	6-Feb-14	20-Mar-14
Tuesday	1300 - 1500	29-Apr-14	10-Jun-14
Wednesday	0700 - 0900	30-Apr-14	11-Jun-14
Tuesday	1800 - 2000	5-Aug-14	16-Sep-14
Wednesday	1000 - 1200	6-Aug-14	17-Sep-14

Implementing the Family and MWR Delivery System—Virtual

Weekday	Time*	Start Date	End Date
Monday	1000 - 1200	10-Mar-14	7-Apr-14
Tuesday	0700 - 0900	11-Mar-14	8-Apr-14
Wednesday	1000 - 1200	14-May-14	11-Jun-14
Wednesday	1300 - 1500	14-May-14	11-Jun-14
Thursday	1300 - 1500	21-Aug-14	18-Sep-14
Thursday	1800 - 2000	21-Aug-14	18-Sep-14

*Course Times are based on the central time zone. You must adjust off this time for your time zone. Please visit www.imcomacademy.com to see our time zone tool.

Program Managers Curriculum Schedule

Procurement for the NAF Program Manager—Virtual

Weekday	Time*	Start Date	End Date
Wednesday	1300 - 1500	30-Oct-13	20-Nov-13
Tuesday	1300 - 1500	7-Jan-14	28-Jan-14
Thursday	1800 - 2000	3-Apr-14	24-Apr-14
Tuesday	0700 - 0900	1-Jul-14	22-Jul-14

NAF Internal Controls—Virtual

Weekday	Time*	Start Date	End Date
Monday	1300 - 1500	18-Nov-13	16-Dec-13
Monday	1800 - 2000	18-Nov-13	16-Dec-13
Monday	0700 - 0900	3-Mar-14	31-Mar-14
Monday	1300 - 1500	3-Mar-14	31-Mar-14
Thursday	1000 - 1200	5-Jun-14	3-Jul-14
Thursday	1800 - 2000	5-Jun-14	3-Jul-14
Monday	0700 - 0900	8-Sep-14	6-Oct-14
Monday	1300 - 1500	8-Sep-14	6-Oct-14

Leadership for the Program Manager—Virtual

Weekday	Time*	Start Date	End Date
Mon/Thu	0700 - 0900	24-Feb-14	27-Feb-14
Mon/Thu	1300 - 1500	24-Feb-14	27-Feb-14
Mon/Thu	1300 - 1500	24-Feb-14	27-Feb-14
Mon/Thu	1800 - 2000	24-Feb-14	27-Feb-14
Mon/Thu	0700 - 0900	14-Jul-14	17-Jul-14
Mon/Thu	1300 - 1500	14-Jul-14	17-Jul-14

Marketing Plans for Activity Managers—Blended**

*Course Times are based on the central time zone. You must adjust off this time for your time

Weekday	Time	Start Date	End Date
Blended	00-00	6-Nov-13	18-Dec-13
Blended	00-00	22-Jan-14	26-Feb-14
Blended	00-00	16-Apr-14	28-May-14
Blended	00-00	18-Jun-14	30-Jul-14

zone. Please visit www.imcomacademy.com to see our time zone tool.

Program Managers Curriculum Schedule

Business Plan Development*** - Blended**

Weekday	Time*	Start Date	End Date
Blended	00-00	17-Apr-14	29-May-14
Blended	00-00	19-Jun-14	31-Jul-14

Program Managers Electives Schedule

Programming & Special Events—Resident Classroom Course

Dates	Location
2—13 December 2013	Cancelled
5—16 May 2014	Fort Sam Houston, San Antonio, TX

Managing Workplace Conflict—Virtual

Weekday	Time	Start Date	End Date
Monday	1000—1200	3-Mar-14	24-Mar-14
Monday	1300—1500	7-Apr-14	28-Apr-14
Monday	0700—0900	2-Jun-14	23-Jun-14
Monday	1000—1200	14-Jul-14	4-Aug-14
Monday	1800—2000	8-Sep-14	29-Sep-14

*Course Times are based on the central time zone. You must adjust off this time for your time zone. Please visit www.imcomacademy.com to see our time zone tool.

**Blended courses consist of the completion of weekly assignments such as discussion questions, case studies, threaded discussions, etc.

***The Business Plan Development is the Program Managers Curriculum Capstone. This course is completed after completion of the six virtual courses and the blended Marketing for Activity Managers Course.

Division Chiefs Curriculum Schedule

Myers Briggs Type Indicator for Division Chiefs—Virtual

Weekday	Time*	Course Dates
Tue/Thu	0900-1100	19 & 21 Nov 2013
Tue/Wed	0700-0900	10 & 11 Dec 2013
Wed/Thu	0900-1100	22 & 23 Jan 2014
Wed/Thu	1800-2000	19 & 20 Feb 2014
Wed/Thu	1300-1500	19 & 20 Mar 2014
Mon/Tue	1300-1500	21 & 22 Apr 2014

Situational Leadership II for Division Chiefs—Virtual

Weekday	Time*	Course Dates
Tue/Thu	0700-0900	24, 29, 31 Oct 2013
Tue/Thu	0900-1100	7, 12, 14 Nov 2013
Tue/Thu	1800-2000	9, 14, 16 Jan 2014
Mon/Wed	1300-1500	5, 10, 12 Feb 2014
Tue/Thu	1000-1200	6, 11, 13 Mar 2014
Tue/Thu	1300-1500	10, 15, 17 Apr 2014

Overcoming Ineffective Habits for Division Chiefs—Virtual

Weekday	Time*	Course Date
Tuesday	1000-1200	25-Mar-14
Thursday	0700-0900	27-Mar-14
Monday	1800-2000	7-Apr-14
Wednesday	1300-1500	9-Apr-14
Tuesday	0700-0900	6-May-14
Wednesday	1300-1500	7-May-14

Leadership and Management for Division Chiefs**—Resident Classroom

Delivery Dates	Program Area	Location
4—8 August 2014	Child Youth & School Service	Ft. Sam Houston, TX
18—22 August 2014	NAF Support Service	Ft. Sam Houston, TX
8—12 September 2014	Community Recreation	Ft. Sam Houston, TX
8—12 September 2014	Business Operations	Ft. Sam Houston, TX

*Course Times are based on the central time zone. You must adjust off this time for your time zone. Please visit www.imcomacademy.com to see our time zone tool.

Students **Must request enrollment in their respective Residential Classroom course before beginning the curriculum. Exceptions will be granted to Division Chiefs who have already attended the resident course but was the course did not include MBTI or SitLead. See Division Chiefs' Curriculum section of this catalog for more information.



Executive Leadership Course Schedule

Executive Leadership and Management for Family & MWR Division Chiefs—
Resident Classroom**

Dates	Location
22 Oct—1 Nov 2013	Ft. Sam Houston, TX

APPENDIX



Academy Online Quick Step Navigation Guide

Q01 – How do I register for a new account?

Go to <http://www.imcomacademy.com>

- Click Enter Academy
- Click Create New Account
- Complete all required fields annotated with *

NOTE Pay attention to the password criteria

For Organization, please check the box next to your program activity

For Job title, type in your job title and hit search

Q02 – How do I locate my login/password if I already have an account?

Your old password still works! Please do NOT create a new account. On the LOGIN Page, Click Login Help to see your login or Click Password Help to have a temporary password emailed to you.

Q03 – How do I enroll in a course?

- Roll mouse over learning center
- Select Course Catalog
- Click Search
- Click Access Approval for Classroom
- Click Access Item for Online

Q04 – How do I update my Supervisor/Manager?

- Roll over My Workspace/My Account
- Click Edit Profile
- Select Supervisor/Training POC
- Type supervisor last and first name in given fields
- Click Search
- Select radio button before supervisor's name
- Click Select Manager

Q05 – Once I'm enrolled in an online course, how do I begin?

- Roll over My Workspace
- Click My Learning Plan
- Click on link for online course

Q06 - How do I update my Profile?

- Roll over My Workspace/My Account
- Click Edit Profile
- Update profile fields
- Click Save for each step

Q07 – How do I view my Transcript?

- Rollover My Workspace
- Click My Transcript

Q08 - How do I change my Login ID or Password?

- Roll over My Workspace/My Account
- Click Edit Password to change password
- Click Edit Login Id to change login id
- Click Save to update

Q09 - How do I print my course certificate?

- Roll over My Workspace
- Click My Transcript
- Select Course title
- Click View Certificate (you must complete the survey at the bottom of your course page before you can see the certificate button)

Q10 - As a supervisor, How do I approve training?

- Roll over Administration
- Click Approval Console
- Click box next to employee name
- Click Approve/Deny



Q11 - How do I add outside training/courses to my transcript?

- Roll over My Workspace
- Click My Transcript
- Click on Personal Learning Events tab
- Click GO next to View Personal Learning Events
- Click GO next to Create New Learning
- Fill out all necessary fields (all fields with * are required)
- If applicable click Browse to attach a certificate from your computer (.jpg .pdf or .ppt)
- Click Create.

If you have a question that wasn't answered please email your question to the Academy Registrar: imcom.academy@us.army.mil. Thank you!

210-466-1050

WWW.IMCOMACADEMY.COM

ACE Course Roster

**MG Robert M. Joyce
Family and MWR Academy**

**American Council on Education (ACE)
Center for Lifelong Learning**

Term of Approval/Membership: 3 years

ACE Course Roster

Active					
Course Title	ACE Number	Version	Dates	Length	Credit Recommendation
Applied Financial Planning (A suite of four courses: Breakeven Analysis, Forecasting, Income Statement Analysis and Retail Sales Accountability {all which must be taken to receive ACE Credit}) (E-Learning)	MMWR-0001	4	01/01/2013 - Present	38 hours	2 semester hours in Finance (1/06)(9/09) (1/13), lower division baccalaureate/associate degree category.
Army FCC Online for Directors, Providers & Central Enrollment Registry (CER) (A Suite of three courses: Central Enrollment Registry, Directors, and Providers {all which must be taken to receive ACE Credit}) (E-Learning)	MMWR-0038	1	02/01/2007 - Present	10 -15 hours	Pending Review FY14 1 semester hour in Business Administration (1/08)(1/11), lower division baccalaureate/associate degree category.
Business Plan Development (Blended)	MMWR-00**	1	01 Oct 2013 - Present	30 hours	Pending Review FY14
Child and Youth Services (CYS) Mobilization and Contingency (E-Learning)	MMWR-0039	1	06/01/2008 - Present	15 hours	Pending Review FY14 1 semester hour in Business Administration (1/08)(1/11), lower division baccalaureate/associate degree category.
Coaching and Management for CYS Services Training Specialist	MMWR-0051	1	01/01/2013 - Present	76 hours (2 weeks)	3 semester hours in Leadership or Organizational Behavior (01/13), upper-division baccalaureate degree category.
Commercial Sponsorship (E-Learning)	MMWR-0044	2	01/01/2013 - Present	30 hours	2 semester hours in Hospitality Management or Marketing and Sales (9/09)(01/13), lower division baccalaureate/associate degree category.
Executive Development for Directors Of Family and Morale, Welfare and Recreation (FMWR)	MMWR-0007	4	01/20/2011 - Present	80 hours and 20 hours pre-course assignments (2 weeks)	3 semester hours in Business Administration or Management. (9/04)(1/08)(1/11), upper division baccalaureate degree category. NOTE: Credit cannot be received for both this course and the Marine Corps Senior Leader Course.
Executive Leadership and Management for Family and MWR Division Chiefs	MMWR-0034	3	01/01/2013 - Present	64 hours (1.5 weeks)	4 semester hours in Strategic Planning, Leadership and Management (9/09)(1/13), upper division baccalaureate degree category.

ACE Course Roster

Active					
Course Title	ACE Number	Version	Dates	Length	Credit Recommendation
Family & MWR Budgeting in the NAF System and APF Support (A suite of two courses: FMWR Budgeting in the NAF System and FMWR Budgeting and APF Support {both of which must be taken to receive ACE Credit})(E-Learning)	MMWR-0045	2	01/01/2013 - Present	35 hours	2 semester hours in Budget Management (9/09), lower division baccalaureate/associate degree category.
Family and MWR Program Management	MMWR-0052	1	01/13/2013 - Present	76 hours (2 weeks)	3 semester hours in Management or Leadership, lower-division baccalaureate/associate degree category.
Family Morale, Welfare and Recreation (FMWR) Basic Management Course (E-Learning)	MMWR-0030	3	01 Oct 2013 - Present	120 hours	Pending Review FY14 3 semester hours in Human Resources, Business Administration, or Management (9/04)(1/08)(1/11), lower division baccalaureate/associate degree category.
Implementing the Family and MWR Delivery Systems (Virtual)	MMWR-00**	1	22 Jan 2013 - Present	5 weeks	Pending Review FY14
Introduction to Better Opportunities for Single Soldiers (BOSS) (E-Learning)	MMWR-0036	2	01 Oct 2013 - Present	40 hours	Pending Review FY14
Introduction to Sport Management (a suite of 4 modules [Sports History & Theory, Sports Tournaments, Sports Rec-trac, Sports Event Planning] all of which must be taken to receive course credit). (E-Learning)	MMWR-0046	2	01/01/2013 - Present	30 hours	2 semester hours in Sports Management or Leisure Studies (9/09)(1/13), lower division baccalaureate/associate degree category.
Leadership and Management for Business Operations Division	MMWR-0043	2	01/01/2013 - Present	72.5 hours (2 weeks)	3 semester hours in Management or Leadership (01/13), upper-division baccalaureate degree category.
Leadership and Management for CYS Services Coordinators	MMWR-0050	1	12/01/2012 - Present	64 hours (1.5 weeks)	3 semester hours in Supervision or Communications (01/13), lower-division baccalaureate/associate degree category.
Leadership and Management for Support Services Division	MMWR-0049	2	01/01/2013 - Present	71.5 hours (2 weeks)	3 semester hours in Leadership or Management (01/13), upper-division baccalaureate degree category.
Leadership for Program Managers (Virtual)	MMWR-00**	1	01/01/2014 - Present	4 hours	Pending Review FY14
Management for Golf Superintendents	MMWR-0023	2	01/01/2013 - Present	87 hours (2 weeks)	3 semester hours in Golf Course Management, Environmental Science, Horticulture, or Turfgrass Management (9/04)(1/13), upper division baccalaureate degree category.

ACE Course Roster

Active					
Course Title	ACE Number	Version	Dates	Length	Credit Recommendation
Marine Corps Community Service (MCCS) Applied Financial Planning-Breakeven Analysis, Forecasting, Retail Sales Accountability, and Profit and Loss Statement Analysis (E-Learning)	MMWR-0048	1	04/01/2010 - Present	38 hours on-line	Pending Review FY14 2 semester hours in Financial Management (01/11), lower division baccalaureate/associate degree category. NOTE: Credit cannot be received from both this course and the Applied Financial Planning Course.
Marketing Plans for Activity Managers (Blended)	MMWR-0033	1	01/01/2006 - Present	34 hours	Pending Review FY14 2 semester hours in Marketing or Business Administration (1/06)(9/09), lower division baccalaureate/associate degree category or the upper division baccalaureate degree category.
NAF Financial Management (Virtual)	MMWR-00**	1	12 Feb 2013 - Present	7 weeks	Pending Review FY14
NAF Internal Controls (Virtual)	MMWR-00**	1	03 Jun 2013 - Present	4 weeks	Pending Review FY14
NAF Personnel Management (Virtual)	MMWR-00**	1	01 Apr 2013 - Present	8 weeks	Pending Review FY14
NAF (Non-Appropriated Fund) Basic Contracting (E-Learning)	MMWR-0003	4	01/01/2013 - Present	80 hours	2 semester hours in Acquisition, Contracting, General Business, Procurement, or Purchasing (1/06)(9/09)(1/13), lower division baccalaureate/associate degree category.
Procurement for NAF Program Managers (Virtual)	MMWR-00**	1	24 Jan 2013 - Present	4 weeks	Pending Review FY14
Programming and Special Events	MMWR-0029	2	01/01/2006 - Present	80 hours (2 weeks)	3 semester hours in Recreation and Parks Administration or Public Administration (1/08)(1/11), upper division baccalaureate degree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
ACS Army Family Action Plan Program Management	MMWR-0025	3	01/20/2011 - 30 Sep 2013	35 hours + 10 hours pre-course assignments	2 semester hours in Business Administration (9/04) (1/08), lower division baccalaureate / associate degree category.
ACS Army Family Action Plan Program Management	MMWR-0025	2	07/01/2007 - 12/31/2010	35 hours + 10 hours pre-course assignments	2 semester hours in Business Administration (9/04) (1/08), lower division baccalaureate / associate degree category.
ACS Army Family Action Plan Program Management	MMWR-0025	1	10/01/2003 - 06/30/2007	40 hours (1 week)	2 semester hours in Business Administration (9/04), lower division baccalaureate / associate degree category.
ACS Army Volunteer Corps Program Management	MMWR-0042	1	06/01/2009 - 12/31/2012	40 hours (5 days) + 15 hours pre-course assignments	2 semester hours in Business Management, Management, or Project Management (9/09), lower division baccalaureate/associate degree category.
ACS Employment Readiness Program (ERP) Management	MMWR-0028	2	12/01/2005 - 30 Sep 2013	35 hours and 10 hours pre-course assignments (1 week)	2 semester hours in Human Resources Management, Business Administration, or Management (1/08) (1/11), lower division baccalaureate degree category.
ACS Employment Readiness Program (ERP) Management	MMWR-0028	1	10/01/2003 - 11/30/2005	40 hours (1 week)	2 semester hours in Human Resources Management, Social Work or Business Management (09/04), upper division baccalaureate degree category.
ACS Exceptional Family Member Program Management	MMWR-0031	1	09/01/2005 - 12/31/2012	40 hours (5 days)	2 semester hours in Social Science or Psychology (1/06) (9/09), lower division baccalaureate/associate degree category.
ACS Financial Readiness Program Management	MMWR-0032	1	04/01/2005 - 30 Sep 2013	40 hours and 10 hours pre-course assignments (1 week)	2 semester hours in Personal Finance or Business Administration (1/06) (1/11), lower division baccalaureate/associate degree category.
ACS Mobilization and Deployment Program Management	MMWR-0027	2	05/01/2007 - 09/30/2013	40 hours (1 week)	2 semester hours in Social Work, Business Administration, or Human Resources Management (9/04) (01/08) (01/11), lower division baccalaureate degree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
ACS Mobilization and Deployment Program Management	MMWR-0027	1	10/01/2003 - 04/30/2007	40 hours (1 week)	2 semester hours in Social Work, Business Administration, or Human Resources Management (9/04), lower division baccalaureate degree category.
ACS Relocation Readiness Program Management	MMWR-0026	2	11/01/2006 - 30 Sep 2013	35 hours and 10 hours pre-course assignments (1 week)	2 semester hours in Social Work, Business Administration, or Public Administration (9/04)(1/08)(1/11), lower division baccalaureate degree category.
ACS Relocation Readiness Program Management	MMWR-0026	1	09/01/2003 - 10/31/2006	40 hours (1 week)	2 semester hours in Social Work, Business Administration, or Public Administration (9/04), lower division baccalaureate degree category.
Applied Financial Planning (A suite of four courses: Breakeven Analysis, Forecasting, Income Statement Analysis and Retail Sales Accountability {all which must be taken to receive ACE Credit}) (E-Learning)	MMWR-0001	3	10/01/2005 - 12/31/2012	38 hours	2 semester hours in Financial Management (1/06) (9/09), lower division baccalaureate/associate degree category.
Applied Financial Planning and Forecasting	MMWR-0001	2	09/01/2001 - 09/30/2005	38 hours (5 days)	2 semester hours in Financial Statement Analysis (09/01), lower division baccalaureate/associate degree category.
Applied Financial Planning and Forecasting	MMWR-0001	1	01/01/1994 - 08/31/2001	40 hours (5 days)	2 semester hours in Financial Management (07/96), lower division baccalaureate/associate degree category.
Army Community Service (ACS) Soldier Family Assistance Center Program Management	MMWR-0041	1	04/01/2009 - 12/31/2012	5 days (40 hours) + 15 hours of pre-course assignments	2 semester hours in Business or Psychology (9/09), lower division baccalaureate/associate degree category.
Better Opportunities for Single Soldiers (BOSS) Orientation, Administration, and Budget Management (E-Learning)	MMWR-0036	2	02/01/2011 - 09/30/2013	40 hours	2 semester hour in Business Administration (1/11), lower division baccalaureate / associate degree category.
Better Opportunities for Single Soldiers (BOSS) Orientation, Administration, and Budget Management (E-Learning)	MMWR-0036	1	05/01/2007 - 01/31/2011	15-20 hours	1 semester hour in Business Administration (1/08), in the upper division baccalaureate degree category.
Business Program Division Chief	MMWR-0043	1	07/01/2008 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Business or Management (9/09), upper division baccalaureate degree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
Business Program Management and Leadership	MMWR-0016	2	10/01/2006 - 12/31/2012	80 hours + 20 hours pre-course assign- ments	3 semester hours in Business Admini- stration (1/08), upper division bac- calaureate degree category.
Business Program Management and Leadership	MMWR-0016	1	10/01/2003 - 09/30/2006	80 hours (2 week)	3 semester hours in Business Admini- stration or Leardership (09/04), up- per division baccalaureate degree category.
Commercial Sponsorship (E- Learning)	MMWR-0044	1	10/01/2008 - 12/31/2012	30 hours	2 semester hours in Hospitality Man- agement or Marketing and Sales (9/09), lower division baccalaure- ate/associate degree category.
CYS Program Management for Center Directors	MMWR-0006	3	09/01/2004 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Child Develop- ment, Day Care Administration, Human Resource Management, or Social Services (09/04), upper divi- sion baccalaureate degree cate- gory.
CYS Program Management for Center Directors	MMWR-0006	2	09/01/2001 - 08/31/2004	80 hours (2 weeks)	1 semester hour in the graduate degree category or 3 semester hours in Child Development, Day Care Administration, Human Re- source Management, or Social Services (09/01), upper division baccalaureate degree category.
CYS Program Management for Center Directors	MMWR-0006	1	11/01/1991 - 08/31/2001	79 hours (2 weeks)	3 semester hours in Child Develop- ment, Day Care Administration, Personnel Management, or Social or Human Services (07/96), upper division baccalaureate degree category.
CYS Program Management for Training and Curriculum Special- ists (TACS)	MMWR-0010	3	09/01/2004 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Adult Learning, Social Work or Curriculum Develop- ment (9/04), upper division bacca- laureate degree category. NOTE: Credit cannot be awarded for both this course and CIS Program Man- agement for Training and Program- ming Specialist (TAPS).
CYS Program Management for Training and Curriculum Special- ists (TACS)	MMWR-0010	2	03/01/2001 - 08/31/2004	80 hours (2 weeks)	2 semester hours in Adult Learning, Social Work or Curriculum Develop- ment (09/01), upper division bac- calaureate or graduatedegree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
CYS Program Management for Training and Curriculum Specialists (TACS)	MMWR-0010	1	09/01/1995 - 02/01/2001	77 hours (2 weeks)	1 semester hour in Administration, Adult Learning, Child Development, Management, Social Work, or Training and Curriculum Development (7/96), upper division baccalaureate or graduate degree category.
CYS Program Management for Training and Programming Specialists (TAPS)	MMWR-0013	2	09/01/2004 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Adult Learning, Social Work or Curriculum Development (9/04), upper division baccalaureate degree category. NOTE: Credit cannot be awarded for both this course and the CYS Program Management for Training and Curriculum Specialist (TACS) Course.
CYS Program Management for Training and Programming Specialists (TAPS)	MMWR-0013	1	03/01/2001 - 08/30/2004	80 hours (2 weeks)	2 semester hours in Adult Learning, Social Work or Curriculum Development (9/01), upper division baccalaureate or graduate degree category. NOTE: Credit cannot be awarded for both this course and the Training and Curriculum Specialists Course.
Executive Development for Directors Of Family and Morale, Welfare and Recreation (FMWR)	MMWR-0007	3	10/01/2003 - 09/30/2006	80 hours (2 weeks)	3 semester hours in Business Administration or Public Administration (9/01)(9/04), upper division baccalaureate degree category. NOTE: Credit cannot be received for both this course and the Multi-Purpose Managers.
Executive Development for Directors Of Family and Morale, Welfare and Recreation (FMWR)	MMWR-0007	2	03/01/1995 - 09/30/2003	115 hours (3 weeks)	3 semester hours in Business Administration (7/96)(9/01), upper division baccalaureate degree category. NOTE: Credit cannot be received for both this course and the Multi-Purpose Managers Course.
Executive Development for Directors Of Family and Morale, Welfare and Recreation (FMWR)	MMWR-0007	1	08/01/1992 - 02/28/1995	120 hours (3 weeks)	3 semester hours in Business Administration (7/96), upper division baccalaureate degree category. NOTE: Credit cannot be received for both this course and the Executive Development for Marine Corps Community Services (MCCS) Senior Leader Course.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
Executive Development for Marine Corps Community Services (MCCS) Senior Leaders	MMWR-0014	1	10/01/2003 - 12/31/2012	80 hours (2 week)	3 semester hours in Business Administration or Public Administration (9/04), upper division baccalaureate degree category. NOTE: Credit cannot be received for both this course and the Executive Development for Directors of MWR Course.
Executive Leadership and Management for Family and MWR Division Chiefs	MMWR-0034	2	04/01/2009 - 12/31/2012	76 hours (2 weeks)	3 semester hours in Business Administration or Management (9/09), upper division baccalaureate degree category.
Executive Leadership and Management for MWR Division Chiefs	MMWR-0034	1	10/01/2005 - 03/31/2009	76 hours (2 weeks)	3 semester hours in Business Administration, Management or Leadership (1/06), upper division baccalaureate degree category. Note: Credit can not be awarded for both this course and Leadership and Management for MWR Directors.
Family & Morale, Welfare, and Recreation (MWR) Budgeting in the Non-Appropriated Fund (NAF) System and FMWR Budgeting in the Appropriated Fund (APF) Support (A suite of two courses: FMWR Budgeting in the NAF System and FMWR Budgeting and APF Support {both of which must be taken to receive ACE Credit}) (E-Learning)	MMWR-0045	1	09/01/2008 - 12/31/2012	35 hours	2 semester hours in Budget Management (9/09), lower division baccalaureate/associate degree category.
Family Morale, Welfare and Recreation (FMWR) Basic Management Course (E-Learning)	MMWR-0030	2	01/01/2008 - 12/31/2013	86 hours on-line (20 hours web reference work)	3 semester hours in Human Resources, Business Administration, or Management (9/04)(1/08)(1/11), lower division baccalaureate/associate degree category.
Family Morale, Welfare and Recreation (FMWR) Basic Management Course (E-Learning)	MMWR-0030	1	09/01/2003 - 12/31/2007	86 hours on-line and 40 hours web reference work	3 semester hours in Business Administration (9/04), lower division baccalaureate/associate degree category.
Leadership and Management for ACS Directors	MMWR-0015	2	01/20/2011 - 30 Sep 2013	80 hours (2 weeks)	3 semester hours in Business Administration or Leadership, or Military Science (9/04) (1/08)(01/11), upper division baccalaureate degree category.
Leadership and Management for ACS Directors	MMWR-0015	1	10/01/2003 - 12/31/2010	80 hours (2 weeks)	3 semester hours in Business Administration or Leadership, or Military Science (9/04) (1/08), upper division baccalaureate degree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
Management for Golf Superintendents	MMWR-0023	1	10/01/2003 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Golf Course Management, Horticulture, Turfgrass Management or Agronomy (9/04), upper division baccalaureate degree category.
Marketing Management	MMWR-0022	1	10/01/2003 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Marketing or Business Administration (9/04), upper division baccalaureate degree category.
Morale, Welfare and Recreation (MWR) Management Course (Correspondence)	MMWR-0004	2	07/01/1999 - 09/30/2004	35 hours (6 months) for completion of 10 sub-courses by correspondence plus one week residential.	3 semester hours in Business Administration (9/04), lower division baccalaureate/associate degree category.
Morale, Welfare and Recreation (MWR) Management Course (Correspondence)	MMWR-0004	1	07/01/1995 - 06/30/1999	39 hours (6 months) for completion of 13 sub-courses by correspondence plus one week residential.	3 semester hours in Business Administration (9/04), lower division baccalaureate/associate degree category.
Multi Program Managers' Course	MMWR-0008	2	03/01/2001 - 10/31/2005	115 hours (3 weeks)	3 semester hours in Business Administration (7/96) (9/01), upper division baccalaureate degree category.
Multi Program Managers' Course	MMWR-0008	1	09/01/1995 - 02/28/2001	119 hours (3 weeks)	3 semester hours in Business Administration (7/96) (9/01), upper division baccalaureate degree category. NOTE: Students may not receive credit for both this course and the Director of Community Activities Course.
NAF (Nonappropriated Fund) Contracting Basic (E-Learning)	MMWR-0003	3	11/01/2005 - 12/31/2012	80 hours	2 semester hours in Acquisition, General Business, Procurement, or Purchasing (1/06)(9/09), lower division baccalaureate/associate degree category.
NAF (Nonappropriated Fund) Contracting Basic	MMWR-0003	2	09/01/2001 - 10/31/2005	24 hours (3 months by correspondence)	1 semester hour in Acquisition, General Business, Procurement, or Purchasing (09/09), lower-division baccalaureate / associate degree category.
NAF (Nonappropriated Fund) Contracting Basic	MMWR-0003	1	01/01/1989 - 12/31/1998	35.5 hours (4.5 days)	1 semester hours in Acquisition, General Business, Procurement, or Purchasing (7/96)(9/01), lower division baccalaureate/associate degree category.

ACE Course Roster

In-Active					
Couse Title	ACE Number	Version	Dates	Length	Credit Recommendation
Non-appropriated Fund (NAF) Acquisition Management	MMWR-0002	2	09/01/2004 - 12/31/2012	80 hours (2 weeks)	3 semester hours in Acquisitions, Business, Procurement, or Purchasing (9/04) (1/06) (9/09), upper division baccalaureate degree category.
Non-appropriated Fund (NAF) Acquisition Management	MMWR-0002	1	03/01/1991 - 08/30/2004	76 hours (2 weeks)	2 semester hours in Acquisitions, General Business, Procurement, or Purchasing (7/96) (9/01), upper division baccalaureate degree category.
Programming and Special Events	MMWR-0029	1	10/01/2003 - 12/31/2005	80 hours classroom	3 semester hours in Recreation and Parks Administration or Public Administration (9/04), lower division baccalaureate/associate degree or the upper division baccalaureate degree category.
Recreation Division Chief's Leadership and Management	MMWR-0040	2	01/20/2011 - 09/30/2013	80 hours (two weeks) and 10 hours pre-course assignments.	3 semester hours in Recreation and Park administration, Public Administration, Leadership, or Organizational Development (1/08, 1/11), upper division baccalaureate degree category.
Recreation Division Chief's Leadership and Management	MMWR-0040	1	06/09/2008 - 12/31/2010	75 hours (two weeks) and 10 hours pre-course assignments.	3 semester hours in Recreation and Park administration, Public Administration, Human Resource Management, or Organizational Development (1/08), upper division baccalaureate degree category.
Recreation Program Management and Leadership	MMWR-0012	2	10/01/2006 - 12/31/2012	80 hours + 20 hours pre-course assignments and 8 hours post-course assignments.	3 semester hours in Recreation and Parks Administration, Leisure Studies, Public Administration, or Organizational Development (1/08), lower division baccalaureate/associate or upper division baccalaureate degree category.
Recreation Program Management and Leadership	MMWR-0012	1	01/01/1998 - 09/30/2006	78 hours (2 weeks)	3 semester hours in Recreation and Parks Administration, or Public Administration (4/99) (9/04), lower division baccalaureate/associate or upper division baccalaureate degree category.
Sports History & Theory, Sports Tournaments, Sports Rec-trac, and Sports Eventy Planning (E-Learning)	MMWR-0046	1	09/01/2009 - 12/31/2012	30 hours	2 semester hours in Sports Management or Leisure Studies (9/09), lower division baccalaureate/associate degree category.
Sports History, Theory, and Tournaments (E-Learning)	MMWR-0037	1	06/09/2008 - Present	10-15 hours	1 semester hour in Sport Management or Leisure Studies (1/08), lower division baccalaureate/associate degree category.



210-466-1050

WWW.IMCOMACADEMY.COM

2013 – 2014 Course Catalog

MG Robert M Joyce Installation Management Academy

School for Family and MWR

2280 Signal Road, Building 4022

Fort Sam Houston, TX 78234

(210) 466-1050

www.imcomacademy.com