

# PROGRAM MANAGERS' CURRICULUM





## 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](http://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

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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 eight (8) 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:* 8 weeks (8 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



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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** (Virtual) - In this course Learners will reframe the way they think about conflict. Most people hold beliefs and assumptions about the nature of conflict and how it can be resolved that are imprecise. You will learn to build a mental map that will serve as your guide for making moment-to-moment choices about how you yourself can better handle conflict situations and how to manage interpersonal conflict more effectively.

#### Course Details:

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

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