



MG ROBERT M. JOYCE - INSTALLATION MANAGEMENT ACADEMY

SCHOOL FOR FAMILY AND MWR

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MG Robert M Joyce Installation Management Academy

School for Family and MWR

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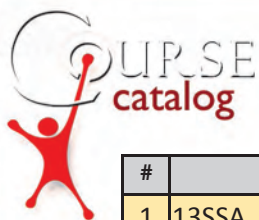
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MG ROBERT M. JOYCE - INSTALLATION MANAGEMENT ACADEMY - SCHOOL FOR FAMILY AND MWR

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ADMINISTRATIVE



(Please see Course Schedule Section for availability)

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



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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 or dial "6" to mute/unmute; 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 being called 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



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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.

NOTE: See Appendix Section for Frequently Asked Questions

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 professionally, 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.



Administrative

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



Administrative

Attention: Registrar
2280 Signal Road
Building 4022
Fort Sam Houston, TX 78234

Phone: 210-466-1050

E-mail: lmcom.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 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.

NOTE: See Appendix section ACE Course Roster.

FOUNDATION COURSES



(Please see Course Schedule Section for availability)

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, Online, Virtual) - This course can be completed online, virtually through DCO 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.

Course Descriptions

Family and MWR Orientation (online) - The Family and MWR Orientation course is a requirement for everyone in Family and MWR to complete. If you are new to the U.S. Army and/or 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 of information in the modules that you may not have known previously. The four modules offered in the Orientation course provide a good overview of both the U.S. Army and the Non-appropriated Funds Instrumentality (NAFI) known as "Family and Morale, Welfare and Recreation (MWR)".

Target Audience: All Family and MWR Employees

Course Details:

Duration: 4 hours

IACET CEUs: None

ACE Recommended Credits: None

Family and MWR Team Member Orientation (residential classroom) - This residential classroom course is delivered to employees at local installations. Course dates and times will vary by installation. Check with your local Civilian Personnel office or contact your local Customer Service Program Coordinator (CSPC) for more information on course dates and times. The course is designed to integrate new employees into the Family and MWR culture. 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 we impact the lives of Soldiers and Families.

Target Audience: All new Family and MWR employees

Course Details:

Duration: 6 -8 hours (optional tour of garrison's Family and MWR facilities)

IACET CEUs: None

ACE Recommended Credits: None

Operation Excellence – Customer Service Training (online, residential or virtual classroom) - 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, virtually through DCO or as a residential classroom course at the local installation. Contact your local Customer Service Representative for residential classroom course dates and times. (See Course Schedule Section for virtual course dates

NOTE**The online 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

Course Details:

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

Course Details

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

IACET CEUs: 12 (3/14)

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

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

Course Details

Duration: 1 hour

IACET CEUs: 0.2 (3/14)

ACE Recommended Credits: None



Foundation Courses

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PROGRAM MANAGERS' CURRICULUM



(Please see Course Schedule Section for availability)

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 five (5) virtual classroom courses and two (2) blended 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 (see Foundation Courses section)
- Introduction to the Virtual Classroom (recommended)

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)
- 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)

NOTE: See Course Schedule section for Program Managers' Curriculum course dates and times.

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 financial management, resourcing, application of the Family and MWR-Delivery System (DS) process, and initiating and implementing an action plan.

Course Details:

Duration: 10 hours/5 weeks (5 DCO Sessions)

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

IACET CEUs: 1.8

ACE Recommended Credits: In the upper division baccalaureate degree category, 2 semester hours in Operations Management.

Marketing Plans for Activity Managers (Blended) —This Blended six-week course teaches the fundamental elements of writing a marketing plan. During this cooperative workshop, students learn the composition of a marketing plan by actually writing a real marketing plan for their program. Method of instruction is distance learning online, which includes asynchronous threaded discussion, some blended instructions, case studies, research, group and individual assignments. Major topics covered in this course include: marketing principles and terminology; marketing responsibilities of the program manager and the installation marketing office; research needed for a marketing plan, business and program reviews; market segmentation; target market analysis; SWOT analysis (strengths, weaknesses, opportunities, threats); competitive review; writing marketing and financial goals and objectives; developing effective marketing strategies through an effective marketing mix; and implementing and evaluating the marketing plan. All topics of instruction focus on application to Family and MWR.

Course Details:

Duration: 6 weeks

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

IACET CEUs: 3.6 (05/13)

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 3 semester hours in Marketing (8/14).

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

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

NAF Internal Controls (Virtual) — The NAF Internal Controls course is a four (4) week virtual classroom course designed to provide program managers with the knowledge and skills to effectively apply methods of control in everyday program management. During this course we will review the effective methods of control in everyday management of programs and review the internal Control Process in accordance with established laws and regulations. Students will examine various standards and policies to deter fraud, waste and abuse, and assess risks to protect assets. As a result of taking this course, students will be able to select and apply the appropriate techniques, tools, devices, checks, and balances to ensure "what should happen or should not happen does or does not happen" during day-today operations. .

Course Details:

Duration: 8 hours/4 weeks (4 DCO Sessions)

Estimated number of Pre-work and Homework hours: 22 hours

IACET CEUs: 2.9

ACE Recommended Credits: In the upper division baccalaureate degree category, 1 semester hour in Financial Management, Auditing.

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 and Equal Employment Opportunity.

Course Details:

Duration: 8 weeks (8 DCO Sessions)

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

IACET CEUs: 3.9

ACE recommended credits: in the upper division baccalaureate degree category, 3 semester hours in Human Resources Management.

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: 8 hours/ 4 weeks (4 DCO Sessions)

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

IACET CEUs: 2.7

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

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

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

IACET CEUs: 2.0

ACE Recommended Credits: In the upper division baccalaureate degree category, 6 semester hours in Entrepreneurship, Business Management.

DIVISION CHIEFS' CURRICULUM



(Please see Course Schedule Section for availability)

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 (recommended)

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

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: 4 hours/2 weeks (2 DCO Sessions)
Estimated number of Pre-work and Homework hours: 7
IACET CEUs: 0.7

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: 6 hours/2 weeks (3 DCO Sessions)
Estimated number of Pre-work and Homework hours: 6
IACET CEUs: 1.2 hours

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: 2 hours/1 week (1 DCO Session)
Estimated number of Pre-work and Homework hours: 4
IACET CEUs: 0.8 hour

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.

Division Chiefs' Curriculum

Leadership and Management for Business Operations Division Chiefs: In the upper-division baccalaureate degree category, three (3) semester hours in Leadership or Management. (This course will not be offered in FY15)

Leadership and Management for CYS Services Coordinators: In the lower division baccalaureate/associate degree category, three (3) semester hours in Supervision or Communications. (This course will not be offered in FY15)

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. (This course will not be offered in FY15)

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 Course Schedule section for 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



Division Chiefs' Curriculum

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EXECUTIVE LEADERSHIP COURSES



(Please see Course Schedule Section for availability)

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 FMWR professionals**

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

Prerequisites:

Foundation Courses

Applied Financial Planning:

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

Executive Leadership and Development for FMWR Division Chiefs

Course Details:

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

Duration: 80 hours (2 weeks)

IACET CEUs: 8.7 (10/10)

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

****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

(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 Covenant. 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 leaders and 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: Experienced 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.



Executive Leadership Courses

Online Prerequisites:

Foundation Courses

Applied Financial Planning

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

Course Details:

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

Duration: 68 hours (2 weeks)

IACET CEUs: 8.2 (02/12) / 10.4 (09/12) 11.7 (06/14)

ACE Recommended Credits: In the upper division baccalaureate degree category, 4 semester hours in strategic planning or leadership and management (9/09)(1/13).

NOTE: See Course Schedule section for Executive Leadership Course dates and times.

210-466-1050

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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.

Course Details:

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.

Course Details:

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.

Course Details

Duration: 2 hours

IACET CEUs: 0.4

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

****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 breakeven 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 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.

Course Details:

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.



eLearning Courses

****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: Family and MWR Activity / Program Managers.

Course Details:

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.

****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.

Course Details:

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).

****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 – 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.

Course Details:

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.

****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 proce-

dures, terms, and regulatory guidance.

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

Course Details:

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.

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

Course Details:

Duration: 4 hours

IACET CEUs: 0.3

ACE Recommended Credits: None

Child and Youth Management System (CYMS)

Description: The MWR CYMS (Child and Youth Management System) course provides an overview of what CYMS is, who uses CYMS and why CYMS is important to CYMS 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.

Course Details:

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

Course Details:

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.

CYSS Child Accountability and Supervision

Description: In this open enrollment online course, learners will review SAFER practices to apply CYSS Services accountability regulations, standards and requirements to ensure child and youth accountability and supervision while children and youth participate in Army Child and Youth programs.

Target Audience: CYSS Services Army Child and youth program employees

Course Details:

Duration: 6 hours

IACET CEUs: 0.3

ACE Recommended Credits: None

CYSS 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.

Course Details:

Duration: 1 hour
ACE Credits: TBD

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.

Course Details:

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.

Course Details:

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.

Course Details:

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.

Course Details:

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

Course Details:

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.

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

Course Details:

Duration: 120 hours online (20 hours internet/web reference work)

IACET CEUs: 12.0 hours

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

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

Course Details:

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

Course Details:

Duration: 3 hours

IACET CEUs: 1.7

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

****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

Course Details:

Duration: 3 hours

IACET CEUs: 2.0

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

****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.

Course Details:

Duration: 60-90 minutes

IACET CEUs: None

ACE Recommended Credits: None

**Course requires Instructor approval*

13SSFH 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 managers (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.

Course Details:

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.

Course Details:

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 education requirements for Food and Beverage/CYSS Managers, Chefs and Cooks in compliance with TB Med 530. If you need initial Sanitation training, please enroll in "Food Safety ServSafe® Manager Online (including Chefs)" course.

This course will review proven sanitation policies and techniques - Importance of Food Safety; 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; and Shellfish.

****Note**** Your transcript must reflect a valid certificate of completion issued by the NRAR or like source prior to enrollment. If you have taken and successfully completed 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 education requirements for Food and Beverage/CYSS employees in compliance with TB Med 530.

Course Details:

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.

Course Details:

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.

Course Details:

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.

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 its benefits to the organization.

Target Audience: All Family and MWR Team Members at all levels, including Recreation, Business, Hospitality, Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details:

Hours of Pre-work/Homework: None

Duration: 2 hour

IACET CEUs: 0.2 hour

ACE Recommended Credits: None

Introduction to Sports Management

Description: This training provides an overview of the elements Army Sports Management. It discusses the mission, components and the organization of Army Sports Programs and events. This training is designed to convey the foundations of Army Sports programs and events. Upon successful completion of this course, Army Sports recreators, both managers and operational staff should be able to communicate the mission and vision of Army Sports programs and events. The suite of course was developed to a well rounded set of knowledge in basic sports activity implementation. The courses involved in the suite were identified by the Soldier and Community Recreation Program Manager at the time of development. Completion of the course involves; completing the four Sports Management suites of the course comprised of History and Theory, Event Planning, Sports Tournaments and Rec Trac; passing all post course examinations with a minimum passing score of 75% and writing 3 essays, one of which must include actual planning or implementing a sports activity or event. Full completion of the course earns 2 ACE college credits. Completion of the Introduction to Sports Management Curriculum includes:

Sports- History and Theory (online)
Sports- Event Planning (online)
Sports- Tournaments (online)
Sports- Rec Trac (online)

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business, Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details:

Hours of Pre-work: Each online module takes 6 hours to complete with an additional 6 hours required when applying for ACE Credits for a total of 30. hours

Duration: 6 hours

IACET CEUs: 2.6 hour

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, lower division baccalaureate/ associate degree category.

Sports - Event Planning Sports

Description: This training provides a comprehensive overview of MWR Events planning not only sports events but for all MWR events. It guides users through the processes of event design to customer market analysis, risk assessment, implementation, and post event celebration. Upon successful completion of this course Army Recreators should be

able to successfully prepare and execute innovative and productive MWR events. To receive full college ACE recommended credits, students must take Sports Events Planning plus write one, two page essays. Course launched in FY 09.

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business, Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details None

Hours of Pre-work: Online module takes 6 hours to complete

Duration: 3.2 hours

IACET CEUs: 0.3 hour

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, lower division baccalaureate/ associate degree category if you complete suite of sport courses which include Sports- History and Theory (online), Sports- Event Planning (online), Sports- Tournaments (online), Sports- Rec Trac (online) and the required essay.

Sports History and Theory

Description:

This course provides a framework for the Army recreators to examine the role of sports in the lives of Soldiers and family members and the direct link between sports and the readiness and well-being of America's Army. Specifically, the course content explores the history and theory of sports with an overview of the rise of modern sports and its impact on American Society and the military; the origins and structure of Army sports today; and the five-level Army Sports Program concept. Anyone who is eligible to register in the FMWR Academy Online website is eligible for admission into this course. However, the target audience is FMWR staffs who work in adult and youth sports and recreation programs. This course section consists of 3 modules which take approximately 6 hours to complete. To receive full college ACE recommended credits, students must take Sports History and Theory plus write one, two page essays. The last module is titled "Sports Fun" which has one lesson that is a game entitled "Sports Millionaire3." Participants enjoy the challenge of this lesson! Course launched in FY 07.

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business, Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details:

Hours of Pre-work: Online module takes 6 hours to complete

Duration: 10.6 hours

IACET CEUs: 1.1 hour

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, lower division baccalaureate/ associate degree category if you complete suite of sport courses which include Sports- History and Theory (online), Sports- Event Planning (online), Sports- Tournaments (online), Sports- Rec Trac (online) and the required essay.

Sports RecTrac

Description: This course addresses the basic knowledge and utilization of the Army Rec Trac system. The many benefits and tools that are available for Army recreator is explained with examples provided. A brief tutorial demonstrates the advantages of the usage of the Rec Trac system. Course launched in FY 08.

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business, Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details:

Course Details:Hours of Pre-work: Online module takes 6 hours to complete

Duration: 2.5 hours

IACET CEUs: 0.3 hour

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, lower division baccalaureate/ associate degree category if you complete suite of sport courses which include Sports- History and Theory (online), Sports- Event Planning (online), Sports- Tournaments (online), Sports- Rec Trac (online) and the required essay.

Sports Tournaments

Description:

This course was designed to educate Army sports personnel and provide them with the tools and process to design and implement effective sports tournaments. Many new Army sports employees do not have the skills and knowledge base to conduct quality tournaments. This on line course provides the methods and examples to provide extra-mural leisure and intramural tournaments for adults and youth sports programs. To receive full college ACE recommended credits, students must take Sports Tournaments plus write one, two page essays. Course launched in FY 07.

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business,

Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details:

Hours of Pre-work: Online module takes 6 hours to complete

Duration: 6.2 hours

IACET CEUs: 0.6 hour

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, lower division baccalaureate/ associate degree category if you complete suite of sport courses which include Sports- History and Theory (online), Sports- Event Planning (online), Sports- Tournaments (online), Sports- Rec Trac (online) and the required essay.

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

Description: Marketing Plans for Activity Managers (Short Version - no assignments) 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 a Family and MWR marketing plan. Students will gain a better understanding of marketing and how it applies to their "Family and MWR world."

Target Audience: Family and MWR Activity Managers

Course Details:

Hours of Pre-work/Homework: None

Duration: 6 hours

IACET CEUs: None

ACE Recommended Credits: None

Managing Workplace Conflict: Necessary Knowledge (Session 1 of 4)

Description:

This is Session 1 of the Managing Workplace Conflict Workshop (blended), an elective course for Family and MWR Program Managers. It has to be completed before Session 2.

The class identifies the necessary knowledge of conflict in order to complete the virtual instructor-led training with Academy faculty. Students will reframe how they think about conflict moving from disagreement/conflict to agreement/cooperation by identifying conciliatory gestures to move to breakthrough.

PLEASE NOTE: You have to request enrollment in Managing Workplace Conflict Workshop (blended); completion of this eLearning class DOES NOT constitute enrollment in the blended workshop.

Target Competencies: Leading People/Conflict Management

Learning Objective: Given the conflict model, relate elements of the model for the purpose of resolving conflict situations in accordance with Dr. Dana's *Managing differences*.

Target Audience: All Family and MWR Employees

Course Details:

Duration: 1 hour

IACET CEUs: NA

ACE Recommended Credits: NA

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: All Family and MWR Team Members at all levels, including Recreation, Business, Hospitality, Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Course Details

IACET CEUs: Available through NRPA
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.

Course Details:

Duration: 4 hours
IACET CEUs: 0.4
ACE Recommended Credits: None

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

Course Details:

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

(Please see Course Schedule Section for availability)

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 and IMCOM headquarters, 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. **The Virtual Operation Excellence (vOPEX) Customer Service Course** adds a fresh technology and communication perspective to the traditional OPEX classroom course. Family and MWR team members from even the most remote areas can now connect globally with their colleagues through this two-hour, interactive course based on the promises of the Family and MWR Employee and Customer Covenant and the eight C.U.S.T.O.M.E.R. techniques.

Child & youth program assistants could team up with life-guards and club servers on Defense Connect Online (DCO) on a computer and toll-free phone conferencing to talk



Customer Service Program

about what makes a positive customer service experience, and how should we handle dissatisfied customers, etc.

This course satisfies the requirement in IMCOM Reg. 350-1 that directs all Family and MWR employees to complete OPEX training within 90 days of hire.

4. **OPEX Annual Frontline Refresher:** There are several options to meet subsequent annual refresher training requirements (e.g., Onsite Delivery by Manager or CSPC, Online Tutorial from SkillPort or Alison). The Customer Service Program Coordinator (CSPC) can provide you with the list of options.
5. **Sustaining the Employee and Customer 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.



Customer Service Program

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PROFESSIONAL DEVELOPMENT & OTHER COURSES



(Please see Course Schedule Section for availability)

Business Improvement Process (Virtual): Course Description: Have you ever wondered why American's vote on Tuesday instead of Saturday? Do you have ideas on ways to improve business processes in your workplace? Well... if the answer to both these questions is yes, then you'll want to participate in this interactive virtual class on methods to define, substantiate and execute business process improvements in your workplace.

Introduction to the Virtual Classroom (Virtual): In this 1 hour interactive course the student will have a guided tour through the basic tools to successfully navigate in the Virtual Classroom. Students will have a chance to use the tools as they relate to the various School for Family and MWR Virtual Classrooms.

Leading Teams (Virtual): Course Description: In this virtual classroom, students will explore the leaders role in: evaluating a team's performance against an effective high performance model, moving teams through the stages of team development, developing actions to overcome the five dysfunctions of a team, and analyzing the role team members play on a team in order to use their strengths in gaining a competitive edge for the organization and bolster team member commitment. Discover how this approach can unleash a team's full potential and foster leader skills that support meaningful team improvement.

Goal: Learners will be able to recognize the characteristics of a high performing team, assess their dysfunctions and stage of development, and apply appropriate actions to move the team effectively through the stages of development and mitigate any dysfunctions.

CEU's 1.9

Managing Workplace Conflict Workshop (Blended) - In this workshop Learners will reframe the way they think about conflict. Most people hold 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.

The four sessions for this workshop are:

- Session 1: Managing Workplace Conflict (Necessary Knowledge) to be taken on our website Monday-noon Friday the first week of class
- Session 2: Self mediation or conflict between you and someone else (using DCO and phone during scheduled class time)
- Sessions 3 and 4: Managerial mediation or conflict between two of your team members using DCO and phone during scheduled class time)

Although this is an elective course for the Program Managers Curriculum, all Family and MWR Employees are encouraged to take this workshop.

Course Details:

Duration: 4 weeks

Estimated number of Pre-work and Homework hours: 2 hours

IACET CEUs: 0.7

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,

Course Details:

Duration: 10 days

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

IACET CEUs: 8.6

ACE Recommended Credits: In the lower division baccalaureate / associate

Responding to Change (Virtual): Responding to changes explores the effective and flexible ways to respond to change and the change style preferences of individuals. The exploration is developed around understanding the Change Style Indicator (CSI) which measures the different ways individuals respond to change. The Change Style Indicator, (CSI) is designed to capture an individual's preferences in approaching change and in dealing with situations involving change. The CSI can assist in better understanding one's response to new situations and to changes in existing situations. It allows for increased flexibility and increased effectiveness of one's response to change, while also enhancing an understanding of the reactions of others. Participants will learn strategies to manage response to change and its consequences, manage conflict, appreciate contributions that each change style offers to teams, increase productivity through awareness and effective response to change, and respond to the needs of others in a way that enhances collaboration and builds the team.

Course Details:

Duration: 2 hours

IACET CEUs: 0.4

Three Signs of a Miserable Job (Virtual): Whether you are a supervisor or manager trying to engage and motivate your people, or an employee looking for fulfillment in your work; this session presents a revolutionary yet simple model for making any job more rewarding and fulfilling. Upon completing this session, participants will be able to analyze the factors that influence the way individuals perform to determine the impact of performance/conduct issues, and identify actions for eliminating potential misery from employees' jobs.

CEU 0.4

Coaching and Management for CYS Services Training Specialists (Residential): This two (2) week classroom course is designed to strengthen the CYSS Training Specialists' ability to create an effective training program for staff and support and sustain quality curriculum and programming for children and youth. Students will examine their roles and responsibilities and develop a practical framework for integrating CYSS program standards and tools, staff training and developmentally appropriate practice. Course content includes theories of situational leadership, adult learning, coaching, and emotional intelligence. Students will practice guiding curriculum design; modeling positive interactions between staff and parents; applying evaluation tools to address issues that affect quality, availability, and affordability; and mentoring staff to achieve program and individual goals.

Course Details:

Duration: 2 weeks

Prerequisites: Family & MWR Orientation Course Family & MWR Basic Management Course OPEX Customer Service Course Online Introduction to Family & MWR-DS
Recommended: CYS Space Census; CYMS; MAC Plan; FCC Online



Other Courses

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COURSE SCHEDULE



Introduction to the Virtual Classroom Schedule*

Day	Date	Time
October 2014		
Wednesday	1-Oct	0700
Monday	6-Oct	1800
Friday	24-Oct	1300
Monday	27-Oct	0700
Friday	31-Oct	1000
November 2014		
Friday	7-Nov	1300
Monday	12-Nov	1700
Tuesday	18-Nov	1800
Wednesday	26-Nov	1300
December 2014		
Wednesday	3-Dec	0700
Wednesday	30-Dec	1800
January 2015		
Thursday	8-Jan	0700
Tuesday	12-Jan	1000
Wednesday	21-Jan	1300
Tuesday	27-Jan	0700
Thursday	29-Jan	1800
February 2015		
Monday	2-Feb	0700
Thursday	19-Feb	0700
Tuesday	24-Feb	1700
March 2015		
Wednesday	4-Mar	1300
Thursday	12-Mar	1800
Monday	23-Mar	1800
Tuesday	31-Mar	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.

Introduction to the Virtual Classroom Schedule*

April 2015		
Wednesday	8-Apr	1800
Wednesday	15-Apr	1000
Monday	27-Apr	1000
May 2015		
Thursday	18-May	1000
Tuesday	26-May	1800
June 2015		
Thursday	4-Jun	0700
Tuesday	9-Jun	1300
Tuesday	29-Jun	1300
July 2015		
Wednesday	15-Jul	1800
Thursday	23-Jul	1300
Monday	30-Jul	1000
August 2015		
Wednesday	11-Aug	1800
September 2015		
Thursday	3-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

Business Plan Development— Blended**

Weekday	Time*	Start Date	End Date
Blended	00-00	3-Nov-14	22-Dec-14
Blended	00-00	9-Feb-15	30-Mar-15

Implementing the Family and MWR Delivery System—Virtual

Weekday	Time*	Start Date	End Date
Thursday	0700 - 0900	9-Oct-14	6-Nov-14
Wednesday	1300 - 1500	11-Mar-15	8-Apr-15
Wednesday	1000 - 1200	22-Apr-15	20-May-15
Wednesday	1800 -2000	19-Aug-15	16-Sep-15

Marketing Plans for Activity Managers—Blended**

Weekday	Time	Start Date	End Date
Blended	00-00	1-Oct-14	12-Nov-14
Blended	00-00	6-May-15	17-Jun-15

*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.

Program Managers' Curriculum Schedule

NAF Financial Management—Virtual

Weekday	Time*	Start Date	End Date
Wednesday	1300 - 1500	8-Oct-14	19-Nov-14
Thursday	0700 - 0900	26-Feb-15	9-Apr-15
Wednesday	1800 - 2000	15-Apr-15	27-May-15
Monday	1100 - 1200	10-Aug-15	28-Sep-15

NAF Internal Controls—Virtual

Weekday	Time*	Start Date	End Date
Thursday	1300 - 1500	2-Oct-14	23-Oct-14
Wednesday	0700 - 0900	4-Feb-15	25-Feb-15
Tuesday	1800 - 2000	19-May-15	9-Jun-15
Thursday	1000 - 1200	6-Aug-15	27-Aug-15

NAF Personnel Management—Virtual

Weekday	Time*	Start Date	End Date
Tuesday	1000 - 1200	7-Oct-14	2-Dec-14
Tuesday	1800 - 2000	3-Feb-15	24-Mar-15
Tuesday	0700 - 0900	7-Apr-15	26-May-15
Tuesday	1300 - 1500	7-Jul-15	25-Aug-15

*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	0700 - 0900	15-Oct-14	5-Nov-14
Thursday	1300 - 1500	29-Jan-15	19-Feb-15
Thursday	1000 - 1200	30-Apr-15	21-May-15
Wednesday	1800 - 2000	22-Jul-15	12-Aug-15

The above represents a curriculum of courses that are targeted toward Family & MWR Program Managers at the NF3/4 grade level. The Program Managers Curriculum consists of five (5) virtual classroom courses and two (2) blended courses. In the curriculum each course is standalone and can be taken in any order; excluding the Business Plan Development course. This course is the Program Managers curriculum capstone and is designed to be taken after all of the other virtual Program Manager course components have been successfully completed.

*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.

Division Chiefs' Curriculum Schedule

Leadership and Management for Division Chiefs**—Resident Classroom

Delivery Dates	Program Area	Location
16—20 March 2015	NSS	Ft. Sam Houston, TX
14—18 September 2015	ACS	Ft. Sam Houston, TX

Myers Briggs Type Indicator for Division Chiefs—Virtual

Weekday	Time*	Course Dates
Mon/Tue	1800-2000	24 & 25 Nov 2014
Wed/Thu	0700-0900	10 & 11 Dec 2014
Tue/Wed	1000-1200	27 & 28 Jan 2015
Mon/Tue	1300-1500	17 & 18 Feb 2015

Overcoming Ineffective Habits for Division Chiefs—Virtual

Weekday	Time*	Course Date
Tuesday	0700-0900	14-Oct-14
Thursday	1000-1200	6-Nov-14
Monday	1300-1500	1-Dec-14
Wednesday	1700-1900	7-Jan-15

Situational Leadership for Division Chiefs—Virtual

Weekday	Time*	Course Dates
Thu/Tue/Thu	1800-2000	16, 21, 23 Oct 2014
Thu/Tue/Thu	1300-1500	13, 18, 20 Nov 2014
Thu/Tue/Thu	0700-0900	15, 20, 22 Jan 2015
Wed/Mon/Wed	1000-1200	4, 9, 11 Feb 2015

*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 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
6 —16 January 2015	Ft. Sam Houston, TX
21 April—1 May 2015	Ft. Sam Houston, TX

Professional Development 2 hour classes

v Business Process Improvement (vPI)

Weekday	Time*	Course Date
Thursday	0700-0900	2-Oct-14
Thursday	1800-2000	19-Mar-15
Thursday	1000-1200	28-May-15
Thursday	1300-1500	16-Jul-15

Leading Teams—Virtual

Weekday	Time*	Start Date	End Date
Mon/Wed	1700 - 1900	17-Nov-14	19-Nov-14
Tue/Thu	0700 - 0900	10-Feb-15	12-Feb-15
Tue/Thu	1300 - 1500	3-Mar-15	5-Mar-15
Mon/Wed	1000 - 1200	3-Aug-15	5-Aug-15

*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 the course did not include MBTI or SitLead. See Division Chiefs' Curriculum section of this catalog for more information.

Professional Development 2 hour classes

Managing Workplace Conflict Workshop—Blended****

Weekday	Time	Start Date	End Date
Monday	0700—0900	3-Nov-14	24-Nov-14
Monday	1300—1500	26-Jan-15	16-Feb-15
Monday	1800—2000	6-Apr-15	27-Apr-15
Monday	1000—1200	6-Jul-15	27-Jul-15

Programming & Special Events—Resident Classroom Course

Dates	Location
1—12 December 2014	Ft. Sam Houston, TX
4—15 May 2015	Ft. Sam Houston, TX

v Responding to Change (vRC)

Weekday	Time*	Course Date
Thursday	1700-1900	4-Dec-14
Thursday	1300-1500	26-Feb-15
Thursday	1800-2000	16-Apr-15
Thursday	0700-0900	10-Sep-15

v 3 Signs of a Miserable Job (vMJ)

Weekday	Time*	Course Date
Thursday	1300-1500	30-Oct-14
Thursday	1000-1200	8-Jan-15
Thursday	0700-0900	11-Jun-15
Thursday	1800-2000	20-Aug-15

*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.

**** This blended workshop has one eLearning session on our website and 3 live instructor-led virtual sessions.

Professional Development 2 hour classes

vOperation Excellence (Virtual)

Weekday	Time*	Course Date
Wednesday	0800-1000	8-Oct-14
Tuesday	1500-1700	28-Oct-14
Thursday	1700-1900	6-Nov-14
Thursday	0800-1000	13-Nov-14
Tuesday	1000-1200	2-Dec-14
Tuesday	1900-2100	9-Dec-14
Tuesday	1000-1200	13-Jan-15
Tuesday	1400-1600	20-Jan-15
Wednesday	1700-1900	4-Feb-15
Wednesday	1900-2100	11-Feb-15
Tuesday	0700-0900	3-Mar-15
Tuesday	1000-1200	10-Mar-15
Tuesday	1300-1500	7-Apr-15
Tuesday	1700-1900	14-Apr-15
Thursday	1800-2000	7-May-15
Thursday	1900-2100	14-May-15
Tuesday	0800-1000	9-Jun-15
Tuesday	1000-1200	7-Jul-15
Wednesday	1100-1300	15-Jul-15
Wednesday	1400-1600	12-Aug-15
Wednesday	1000-1200	19-Aug-15
Wednesday	0800-1000	9-Sep-15
Wednesday	1400-1600	16-Sep-15

Other Course:

Coaching and Management for CYS Services Training Specialists (Residential)

Dates	Location
2 —13 February 2015	Ft. Sam Houston, TX
21 September—2 October 2015	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.

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!

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-0053	1	01 Oct 2013 - Present	30 hours	3 semester hour in Entrepreneurship or Business Administration (8/14), upper division baccalaureate/associate degree category.
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	3 semester hours in Human Resources, Business Administration, or Management (9/04)(1/08)(1/11)(8/14), lower division baccalaureate/associate degree category.
Implementing the Family and MWR Delivery Systems (Virtual)	MMWR-0054	1	22 Jan 2013 - Present	5 weeks	2 semester hour in Operation Management (8/14), upper division baccalaureate degree
Introduction to Better Opportunities for Single Soldiers (BOSS) (E-Learning)	MMWR-0036	2	01 Oct 2013 - Present	40 hours	2 semester hours in Business Administration (8/14), lower division baccalaureate/associate degree
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.
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	2 semester hours in Financial Management (01/11)(8/14), lower division baccalaureate/associate degree category. NOTE: Credit cannot be received for both this course and the Applied Financial Planning Course.
Marketing Plans for Activity Managers (Blended)	MMWR-0033	1	01/01/2006 - Present	34 hours	3 semester hours in Marketing (1/06)(9/09)(8/14), lower division baccalaureate/associate degree category or the upper division baccalaureate degree category.
NAF Financial Management (Virtual)	MMWR-0056	1	12 Feb 2013 - Present	7 weeks	3 semester hour in Financial Management(8/14), upper division baccalaureate degree category.
NAF Internal Controls (Virtual)	MMWR-0057	1	03 Jun 2013 - Present	4 weeks	1 semester hour in Financial Management, Auditing(8/14), upper division baccalaureate degree category.
NAF Personnel Management (Virtual)	MMWR-0058	1	01 Apr 2013 - Present	8 weeks	3 semester hour in Human Resources Management(8/14), upper division baccalaureate degree category.
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-0059	1	24 Jan 2013 - Present	4 weeks	3 semester hour in Procurement, Procurement Management(8/14), upper division baccalaureate degree category.
Programming and Special Events	MMWR-0029	2	01/01/2006 - Present	80 hours (2 weeks)	3 semester hours in Introduction to Marketing and 3 semester hours in Introduction to Public Relations (1/08)(1/11)(8/14), Lower division baccalaureate/associate 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					
Course 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 Event 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.



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