**MG Robert M. Joyce School for Family and MWR**



**Course Syllabus**

**COURSE TITLE:** Recreation and Business Program Management Course

**COURSE DESCRIPTION:** Using a functional, interactive approach, students will experience the everyday life of a CRD, BOD, and/or BRD across various programs and situations. This course covers topics including Strategic Planning and Communication, Financial Management, Personnel Management and Recapitalization and CPMC within the Community Recreation and Business Operations Division. The course is intended for Recreation and Business Program Managers who possess the drive and desire to become Division Chiefs within the next five years.

# RECREATION AND BUSINESS PROGRAM MANAGEMENT COURSE

**CURRICULUM:** The course curriculum is designed to allow current program managers to explore and strengthen functional skills necessary to manage a garrison level Community Recreation and Business Operations Division. The curriculum consists of eLearning prerequisites, and an eight and one-half day Residential Classroom Course. The entire curriculum focuses on division-level challenges and opportunities for program managers to advance their functional knowledge. Students will gain functional knowledge to ensure the learned skills will be applied to real-life challenges that impact the programs within Community Recreation and Business Operations. Students will be challenged to think critically and apply lessons learned during the residential phase.

**TARGET AUDIENCE:** Current FMWR Community Recreation and Business Operations Program Managers –or– someone who performs the duties of a program manager on a regular basis.

**COURSE GOAL:** This course is designed to provide managers the competencies necessary to successfully work as a CRD, BOD, and/or BRD that is ready to meet challenges related to readiness and maximize opportunities in order to best serve Army Soldiers and Families.

Instructors:

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#  COMPETENCIES/TERMINAL LEARNING OBJECTIVES:

1. Change and Continuous Improvement: Apply a strategic planning process model to evaluate programs and develop strategies which outline long range project planning to improve Family and MWR processes, products, programs, and services.
2. Business and Technical Proficiency/Drive for Results: Perform financial analysis to support short and long term planning and decision making.
3. Communication: Communicate program value, contribution and changes that support needs of the Army and Garrison communities.
4. Leading People: Develop staff to support short and long term program requirements.

**COURSE METHODOLOGY:** The methodology used is based on the adult learning theory - adults learn more readily when actively engaged in the learning process and need to see the job related benefits of the concepts taught. Instructional methods include mini-lectures, briefings, case studies, individual and group work, and experiential problem solving exercises.

**ONLINE FOUNDATION & PREREQUISITE COURSES:** [Family and MWR Orientation](http://www.imcomacademy.com/ima/?page_id=8124) [Course](http://www.imcomacademy.com/ima/?page_id=8124) (Online), [Family and MWR Basic Management Course](http://www.imcomacademy.com/ima/?page_id=8136)(Online), [Operation](http://www.imcomacademy.com/ima/?page_id=8128) [Excellence – Online](http://www.imcomacademy.com/ima/?page_id=8128) or [Classroom Customer Service Training](http://www.imcomacademy.com/ima/?page_id=8132), Applied Financial Planning Suite (Online) ([Income Statement Analysis](http://www.imcomacademy.com/ima/?page_id=8154); [Breakeven Analysis](http://www.imcomacademy.com/ima/?page_id=8147); [Retail Sales](http://www.imcomacademy.com/ima/?page_id=8364) [Accountability](http://www.imcomacademy.com/ima/?page_id=8364); [Forecasting),](http://www.imcomacademy.com/ima/?page_id=8149) Entering Budgeting Data into Financial Management Budget System (FMBS) (Online), and Family and MWR Budgeting Process (Online) are required prior to the first day of class.

**COURSE EXPECTATIONS & REQUIREMENTS:** This course is tested and graded. Instructors and SMEs will evaluate individual student performance periodically throughout the course. Course schedule requires evening (after class) individual and group homework assignments.

**ACE CREDIT Recommendation:** 3 Semester Hours in Recreation Administration, Recreation Management, or Sports Management in the upper-division baccalaureate degree category

## IACET CEUs: 7.0

**PRE-COURSEWORK ASSIGNMENTS:** Students have two (2) pre-course assignments.

1. Watch the TED Talk from Recreation and Business Manager’s Toolkit page ([www.imcomacademy.com/ima/?page\_id=11737](http://www.imcomacademy.com/ima/?page_id=11737))
	* Simon Sinek – *How to Collaborate on Projects More Successfully*
2. **You will receive an email from Multi-Health Systems (MHS) that will include a link and password to take an Emotional Intelligence 2.0 survey.** The instructors will receive the results of the survey and distribute during class. Please complete the survey within 4 days of receipt. You will receive the email approximately 2 weeks prior to start of class. The email link will be sent on or about **21 January 2020**.

**COURSE RUBRIC:** This is a pass/fail course. Students must achieve at least a 75% grade to successfully complete course. Rubrics (grading information) will be uploaded in the collaboration room.

1. Daily Participation/Briefings: 100 points (5 @ 20 points each)
2. Individual Action Plan: 20 points
3. Capstone Project: 80 points

**200 Total Points**

# PRIMARY COURSE OUTPUTS:

1. Develop briefing acumen on Community Recreation and Business Operations Division programs
2. Development of an Individual Action Plan that identifies actions to be implemented when the student returns to their garrison.
3. Develop a Capstone project to improve CR and BO division level programs.

**SCHEDULE OF EVENTS:** Students will be provided a schedule of events on the first day of class.

## Texts and References:

Department of the Army (2010). Army regulation 215-1, military morale, welfare, and recreation programs and nonappropriated fund instrumentalities. Department of the Army, Washington, DC. Retrieved from [http://armypubs.army.mil/epubs/pdf/r215\_1.pdf.](http://armypubs.army.mil/epubs/pdf/r215_1.pdf)

Department of the Army (2015). Army regulation 215-3, nonappropriated funds personnel policy. Department of the Army, Washington, DC. Retrieved from [http://armypubs.army.mil/epubs/pdf/r215\_3.pdf.](http://armypubs.army.mil/epubs/pdf/r215_3.pdf)

Department of the Army (2010). Army regulation 11-2, army programs managers’ internal control program. Department of the Army, Washington, DC. Retrieved from [http://armypubs.army.mil/epubs/pdf/r11\_2.pdf.](http://armypubs.army.mil/epubs/pdf/r11_2.pdf)

Eichhorn, R. (n.d.). Developing thinking skills: Critical thinking at the Army Management Staff College. VA

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Financial Management Division, IMCOM, Ft. Sam Houston, TX. Retrieved from https://army.deps.mil/army/cmds/imcom\_G9/G9/Divisions/Pages/NAFF M\_Bdgt\_Analysis.aspx.

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Under Secretary of Defense, Comptroller (2017). DOD 7000.14-R Financial management regulation, volume 1-16. Department of Defense, Washington, DC. Retrieved from [http://comptroller.defense.gov/fmr/.](http://comptroller.defense.gov/fmr/)