

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



### Course Syllabus

**Title:** FMWR Executive Division Chiefs Course

**Course Description:** Using a functional, interactive approach, students will develop strategies to improve Family and MWR processes, products, programs, and services to include topics covering Financial Management, Communication, Personnel Management and Strategic Planning across multiple divisions. The course is intended for Division Chiefs who possess the drive and desire to become a Director, Family and Morale, Welfare and Recreation within the next five years.

**Course Goal/Outcome:** This course is designed to provide Division Chiefs with the competencies to successfully work as a DFMWR, ready to meet the challenges related to managing multiple divisions in support of Soldier and Family readiness.

**Target Audience:** Family and MWR Division Chiefs

**Length of Course:** 10 days, 7-18 February 2022, 8:00am – 5:00pm daily (Central Time)

**School for Family and MWR Instructor Contact Information:**

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**Course Prerequisites:**

Welcome to Family and MWR Orientation Online v2

Family and MWR Basic Management Course

Operation Excellence Customer Service Training

Applied Financial Planning (AFP) Suite (4 Courses) - Income Statement

Analysis/Breakeven Analysis/Forecasting/Retail Sales Analysis

Entering Budgeting Data into Financial Management Budget System (FMBS)

Family and MWR Budgeting Process

**Pre-work:** None

**Course Competencies:**

1. Strategic Planning
2. Financial Management
3. Strategic Communication
4. Personnel Management

**Course Objectives:**

**Terminal Learning Objective (TLO 1):** Develop strategies to improve Family and MWR processes, products, programs, and services.

**Enabling Learning Objectives (ELOs):**

- 1.1 Analyze what drives multi-divisional DFMWR requirements and correlate the resulting impacts.
- 1.2 Recognize strategic risks and paths to innovate businesses.
- 1.3 Apply financial analysis best practices to daily garrison operations.
- 1.4 Construct a strategic approach to balance Division Chief roles and responsibilities in managing the tension between long-term program goals and short-term pressures which enable the Garrison Family and MWR to cope with--or take advantage of--the changing environment.
- 1.5 Develop minor construction and/or capitalization reinvestment strategy that improves the fiscal gains of the overall AMWRF.

**TLO 2:** Develop strategies to leverage human, financial and technology resources to maximize programs and services in an "extreme environment" (aka a fundamentally different fiscal reality).

**ELOs:**

- 2.1 Assess common challenges and interests within Family and MWR Divisions.
- 2.2 Create opportunities for partnerships and collaboration that would advance business goals.
- 2.3 Perform DFMWR level financial analysis using financial tools and MIS report data given (SMIRF, ACRRO, FMBS, CYMS, RecTrac, OLVR) real life scenarios and numbers.
- 2.4 Integrate Command Priorities with operations.

**TLO 3:** Create communication strategies to achieve Family and MWR organizational outcomes through packaged professionalism.

**ELOs:**

- 3.1 Illustrate working cooperatively with other Divisions, Directorates and Mission Partners.
- 3.2 Formulate strategies for influencing decision-making.

**TLO 4:** Develop strategies that maximize team performance.

**ELOs:**

- 4.1 Tie team performance to improved business outcomes.
- 4.2 Assess organizational best practices to evaluate, diagnose and develop actions which improve human capital team performance.
- 4.3 Question sitting DFMWRs to discuss best practices regarding Human Capital management.

### **Course Materials:**

### **Equipment/Software:**

- Computer with Army Standard Desktop Settings
- MS Teams A365 Account Access
- IMCOM Academy Account
- SMIRF/ OLVR, ACRRO, FMBS, CYMS/Rectrac software access

### **Textbook:**

Blue Ocean Strategy

**Written Assignments:** Assignments/Projects are presented in class and/or emailed to training instructors.

**Schedule for Course Completion:** Asynchronous and synchronous virtual classroom, 7-18 February 2022, 8:00am – 5:00pm daily (Central Time).

### **Assignment Submission Schedule:**

- Project A Scenarios/Out Brief (group assignment); 20% of your course grade
- Project B Review and Analysis (group assignment); 10% of your course grade
- Project B Shark Tank (group assignment); 10% of your course grade
- Project C Minor Construction (group assignment); 10% of your course grade
- Project C Major Construction (group assignment); 10% of your course grade
- Project D Workforce Development Best Practice (individual assignment-homework); 10% of your course grade
- Project D Human Capital Plan/Out Brief (group assignment); 10% of your course grade
- Individual Action Plan; 20% of your course grade

**Submittal Turn-Around Schedule:** Students will have class time to work in groups to complete assignments and record individual action plans. Course schedule, provided first day of class, will indicate when outbriefs and assignments are due. Homework will be announced in class and listed on the course schedule.

**Grading Rubrics:** Rubrics will be provided to students for each assignment and used as the criteria for grading.

**Grading:** In order to pass this class you need a 75% or above.

### **Course Requirements:**

- Attendance required for the full ten days.
- Submit all assignments on time.
- Complete the mandatory post-course survey, which will be sent via email.

### **General Information:**

**ACE CREDIT Recommendation:** TBD

**IACET CEUs:** 7.7

### **Academic Policies and Procedures:**

**Academic Integrity** includes the commitment to the values of honesty, trust, fairness, respect, and responsibility. Appropriate credit of others for the scientific work and ideas applies to all forms of scholarship, not just publications. The submission of another person's work represented as that of the student's without properly citing the source of the work will be considered plagiarism and will result in an unsatisfactory grade for the work submitted or for the entire course, and may result in academic dismissal.

**Self-plagiarism** is the act of presenting one's previously used work as an original work. Self-plagiarism is inconsistent with honesty and truthfulness in scholarship. There should be a clear understanding between the faculty member and student regarding the use of prior work in the class. The faculty member must indicate if the student's response must be an original work or if the student may use prior work in their response to a new activity.

**Course Learning Assessment/Grading:** Students are expected to complete all performance requirements for the course and to demonstrate mastery of the course concepts and learning outcomes. Mastery of course concepts may require demonstration of critical thinking and communication skills by a combination of projects, self-assessments, quantitative reasoning, interviews, observations, written assignments, and/or other activities.

### **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 (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).
- Installation Management Command, G9 (2020). FY20/FY21 Budget Guidance. Financial Management Division, IMCOM, Ft. Sam Houston, TX. Retrieved from [https://army.deps.mil/army/cmds/imcom\\_G9/G9/NAFFM\\_Budget/FM\\_Budget\\_Guidance\\_Garrisons/FY20BG\\_Chpt6\\_Part4\\_Budget\\_Guidance.pdf](https://army.deps.mil/army/cmds/imcom_G9/G9/NAFFM_Budget/FM_Budget_Guidance_Garrisons/FY20BG_Chpt6_Part4_Budget_Guidance.pdf)
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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/>.
- Office of Personnel Management (OPM). (2021). Key Components of a Strategic Human Capital Plan. Retrieved from <https://www.opm.gov/policy-data-oversight/human-capital-framework/reference-materials/strategic-alignment/keycomponents.pdf>.
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