
4 January 2016



The College of Installation Management

A White Paper

“We do not keep security establishments merely to defend property or territory or rights abroad or at sea. We keep the security forces to defend a way of life.”

Foreword

Commanding General

Installation Management Command

This white paper describes the vision and rationale for the United States Army College of Installation Management, nested within the newly formed Army University. We believe that this effort is timely as part of an overall effort to change and improve the Army's approach to learning.

The nature of armed conflict is changing and the rate of change is increasing with the velocity of human interaction. Instant communications and ubiquitous access to information empowers rogue governments and non-state actors, driving a chaotic operational environment. This environment demands a different type of leader, one who does not simply adapt, but anticipates, thrives and improves in rapidly changing situations. These leaders are comfortable with complexity and possess the intellectual tools to take advantage of any situation. The College of Installation Management will provide the learning environment to develop these leaders for the Installation Management Command and the wider Army.

Our goal is to build a premier educational institution. We will leverage the cutting edge education programs and delivery methods of the long established and constituent School for Family and Morale, Welfare, Recreation while rapidly expanding the offerings of the newly formed School for Installation Management and School for Service Culture. Our schools will build on extensive partnerships with local governments and the nation's industrial base that are already mature in IMCOM day to day operations. This learning environment will enable the synergy inherent in our working relationships to drive increasingly diverse and innovative learning programs for our workforce.

I invite you to read this paper and share your ideas for our college. Collaborate with us in creating this premier learning institution, a standard bearer for the Army University. The College of Installation Management will further the Army's commitment to the cutting edge adult education described in the Army Learning Model as well as the vision for the Army University. We are certain that our investment will translate to a world-class work force providing services, infrastructure and operational support to generate trained and ready forces for the Combatant Commander and Force 2025 and Beyond.



KENNETH R. DAHL
Lieutenant General, USA
Commanding

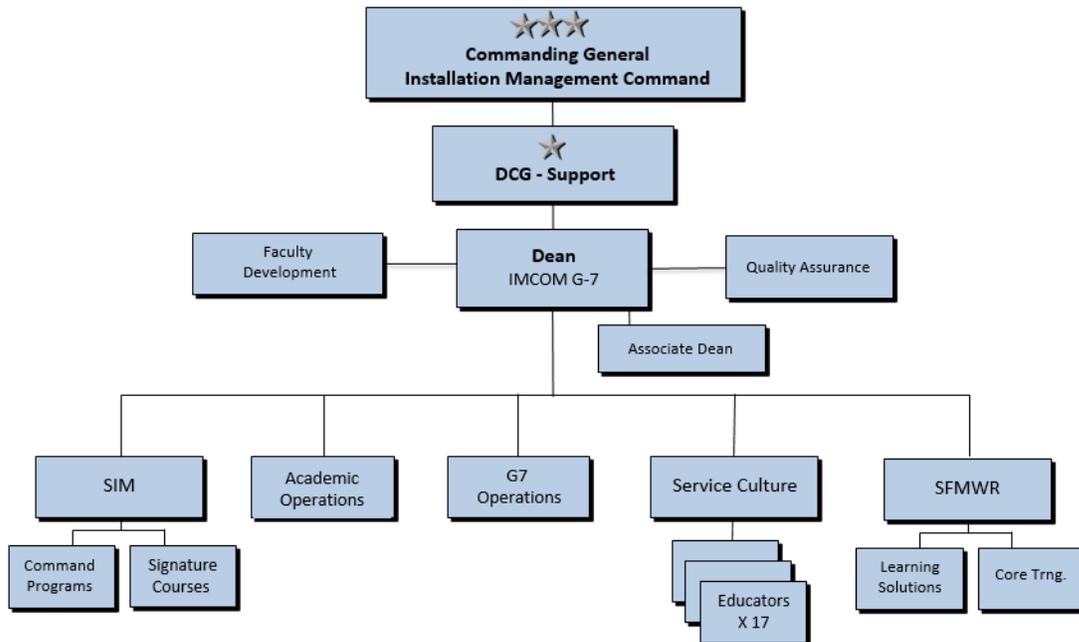
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Executive Summary

The Army's Installation Management Command (IMCOM) is re-organizing its professional education programs. The objective is to align all IMCOM training and education under a single institution of learning for academic governance, applying uniform standards for course content, design and delivery. We believe that this approach will create great synergy within the command and in collaboration with our joint partners and the private sector. The result will be enhanced opportunities for learning and professional credentialing for our Soldiers and Army Civilians while significantly enhancing the quality of the IMCOM workforce.

The College of Installation Management will nest itself within the Army University system and become the single source provider for training and education programs across the Army for the installation management discipline. The creation of a single academic structure will focus resources on command leader development priorities, reduce stovepipes, support accreditation of programs designed to credential Soldiers and Army Civilians in their career fields and serve to build relationships with academia, local governments, and private sector industry.



We are executing this change now because our current system, though robust, is inadequate to meet the needs of a global work force, facing the chaotic 21st Century operational environment. Developing the College of Installation Management will require investment in the midst of declining fiscal resources, but it is a sound investment. In the *Human Dimension White Paper*, Army leader development experts make a compelling case on the absolute imperative for our Army to “invest in its people as the most agile and adaptive Army resource”¹. We agree, in this uncertain strategic environment, investment in our people is not only a critical requirement, but also the safest investment we can make.

The College of Installation Management represents a new organizational model for Army education. Challenged by a constrained resources and an extremely broad competency range, the CIM will leverage a relatively small number of professional educators organized with much larger numbers of IMCOM subject matter experts trained and qualified as adjunct professors of installation management. In this way, the college will reach far more students than would otherwise be possible and in a cost-effective manner. We do not believe that there will be any loss in quality, in fact, we expect enhanced learning.

Conclusion

Each and every day thousands of Soldiers, Civilians, Retirees, and Family Members are served by IMCOM installations across the globe. The uniform quality of our installation services is a significant component in the retention of a high quality force and enables power projection by an expeditionary Army. IMCOM is the largest provider of these services and a significant component of our Army’s ability to conduct expeditionary operations. In order to continue providing world class installation support, we must invest in the development of an agile and adaptive workforce capable of delivering installation management for today, 2025, and beyond. That investment begins with the College of Installation Management.

The College of Installation Management

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others”

Jack Welch

Introduction

In *IMCOM 2025 and Beyond*, the Commanding General, Installation Management Command (CG IMCOM), calls for the development of a “premier training and education institution”². The College of Installation Management White Paper provides granularity to that vision in order to provide a clear concept of requirements for the institution, solicit comment and in turn, develop consensus among stakeholders.

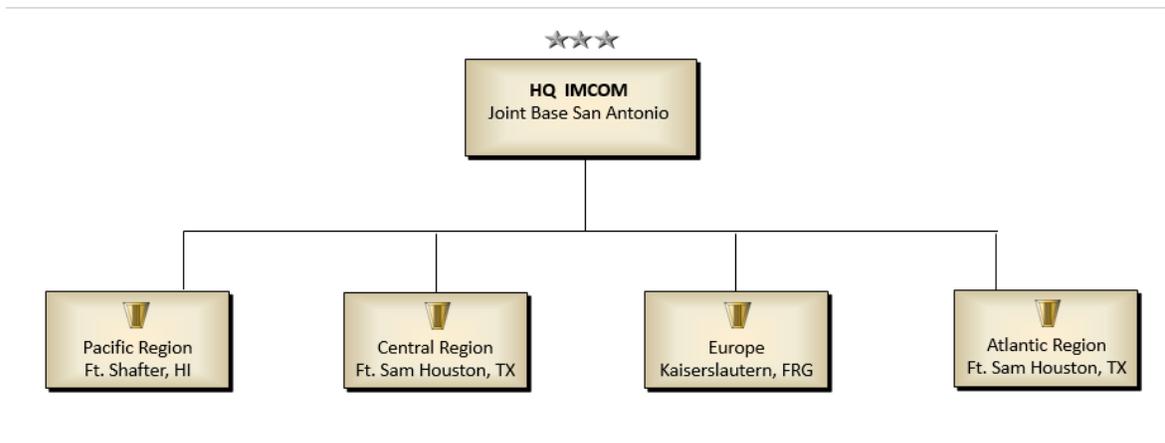
This white paper was written at the outset of an ambitious re-organization of IMCOM training and education assets to provide human capital for the new organization. The scope of the paper is restricted to a description of the college at Initial Operating Capacity (IOC), acknowledging that lessons will be learned in the endeavor, which may alter the shape of the organization at Full Operating Capacity (FOC). The paper looks forward to describe the college on the eve of Training and Doctrine Command (TRADOC) accreditation (2nd Qtr. FY17). As a result, sections of the paper describe component branches and divisions that do not as yet exist, systems under construction and personnel yet to be hired.

The development of the College of Installation Management represents significant change in IMCOM and all that change entails. The endeavor is complicated by continued execution of current missions by the constituent schools (see Appendix A and B); different funding sources (non-appropriated fund / appropriated fund) for different portions of the college; long lead times for hiring processes and a severely constrained resource environment. For those reasons as well as the absolute operational imperative to improve our leader development processes, it is critical that the installation management community is in consensus on the way forward. Building that consensus, based on a clear understanding of commanders intent is the purpose of this white paper. Because this paper will be read by an audience external to IMCOM, we begin with a description of the Installation Management Command.

Installation Management Command

In August 2002, the Army established the Installation Management Agency (IMA) to provide a corporate structure to focus on installation management, standardizing programs and services Army-wide. In October 2006, IMA was re-designated as the Installation Management Command (IMCOM). In the decade since, installation management has evolved and matured into a highly complex system of services and infrastructure management in support of the Army. IMCOM is organized into four geographically defined regional headquarters supporting 73 installations worldwide

Installation Management Command Organization



The Installation Management Command workforce is 60,000 strong with an unparalleled vocational diversity. IMCOM Soldiers and Civilians cover a spectrum of occupations from the full range of morale, welfare and recreation activities to a wide variety of complex engineering functions. Twenty-six different Military Occupational Specialties (MOS) and 31 Career Programs (CP) are fully represented. To put IMCOM diversity into perspective, the scope of functions mirrors that of a small metropolitan government with the added complexity of multiple regions and cultures. The critical national security implications of the installation management mission further complicate an already broad management challenge. That challenge combined with the 21st century operational environment presents a significant workforce development problem.

Installation Management Command Regions



The Problem

Installation Management Command training and education, though very robust by most standards, is not good enough. We must posture our workforce to support an Army facing a strategic environment that is changing rapidly and unpredictably. The Army as a whole has concluded that the best hedge against future uncertainty is investment in our human capital through education and training³. For IMCOM, that investment is even more critical than most Army commands, given that IMCOM has a high proportion of civilian employees not (or inadequately) covered by the Army's professional military education (PME) institutions.

To close that gap in learning, a necessary first step is the development of an institute of learning to provide academic governance and synchronization of the wide array of training and education already taking place in IMCOM. Beyond that first step is the “premier training and education institution”, discussed in *IMCOM 2025 and Beyond*⁴. Fortunately, the task of building that institution has a significant head start in the IMCOM Academy.

The IMCOM Academy

On 7 April 1986 the Commanding General of Community and Family Support Center (CFSC) tasked his Chief of Field Operations to review training within Morale, Welfare and Recreation (MWR) and its programs throughout the Army. The focus of the review was to identify the system's currently available training, specify its shortfalls, determine the optimum training program, and project resources necessary to support an improved program. As a result, the MWR Academy was created and served with distinction for more than two decades in the national capital region. In 2011 the MWR Academy was re-located to Fort Sam Houston, Texas as part of the 2005 Base Relocation and Closure (BRAC). The academy moved into a new facility and was joined shortly thereafter by the Garrison Leaders Course, a part of pre-command training for new garrison commanders.

The MWR Academy (now School for Family and Morale, Welfare, Recreation-SFMWR) and the Garrison Leaders Course (GLC), housed in the Robert M. Joyce Installation Management Academy building form the core of the Installation Management Academy as we know it today. However, while the SFMWR has long met the training and education needs of Family and MWR personnel, and the GLC prepared garrison commanders, garrison command sergeants' majors and other senior leaders for their responsibilities, a significant training and education gap remained.

The IMCOM GS Workforce

Army GS (General Schedule) Civilian employees constitute a large proportion of the IMCOM work force (53%). Importantly, these Department of the Army Civilians constitute the continuity and institutional memory on installation management operations for the Army. The GS work force serves in mostly permanent appointments,

providing a real opportunity for return on investment for the training and education resources invested. These skilled professionals are largely ineligible for the courses taught by the SFMWR, due to statutory restrictions on the use of non-appropriated funds. Likewise, the large Army professional military education system is designed for the uniformed Army. The result was a gap in leader development for a large portion of the IMCOM workforce.

Meanwhile, Department of the Army initiatives designed to meet the professional development needs of Army Civilians were gaining momentum. Career Programs (CP) were established to help define requirements for training and education in each functional area. The Civilian Education System (CES) at the Army Management Staff College was expanded to meet the challenge of leadership development. The Army Learning Model was published and Army Civilians played a key role in a robust, year-long discussion of the Army Profession. At Fort Leavenworth, for the first time, civilian professional roles were included in Army doctrine. Recognizing the imperative to develop GS employees, IMCOM leaders worked diligently, using every asset at their disposal to develop the large and almost impossibly diverse IMCOM GS workforce.

IMCOM supervisors leveraged CES to provide leadership courses, sending 513 to resident CES leadership courses in FY15 and hosting CES Mobile Education and Training Teams that educated 54 more. Unfortunately, the CES curriculum is relatively narrow and does not cover the broad array of requirements for IMCOM, while working to meet the needs of the entire Army. To address functional requirements, home grown training and education courses sprung up in a virtual cottage industry of leader development. Using whatever assets were at hand, leaders developed their work force. Unfortunately, without a cadre of professional educators, the prolific, but haphazard array of functional courses left gaps in evolving need areas and suffered from uneven quality. In a further attempt to meet the leader development requirement, CP funding was utilized to send promising employees to expensive private sector training. Though helpful, the Career Programs are still evolving and funding remains inadequate compared to the need.

Clearly, IMCOM leaders have embraced the Army Learning Model admonition that the “Army’s competitive advantage directly relates to its capacity to learn faster

and adapt more quickly than its adversaries”⁵. The training and education programs levied against the professional development imperative, while not particularly efficient or comprehensive, were numerous and significant. *The Army University White Paper* (2015) notes; “the present Army education system, while among the best in the world, is inadequate to address the growing complexity of the 21st Century security environment”⁶. Similarly and despite the best efforts of leaders at all levels, the IMCOM system of professional training and education for GS employees is simply not good enough. The adult learning design and delivery methodology required by the Army Learning Model (2012) is almost entirely missing. Quality of curriculum content and delivery are not systematically assessed and instructors are not uniformly qualified. As a result, learning is not optimized and the command struggles to develop high quality training solutions for emerging requirements.

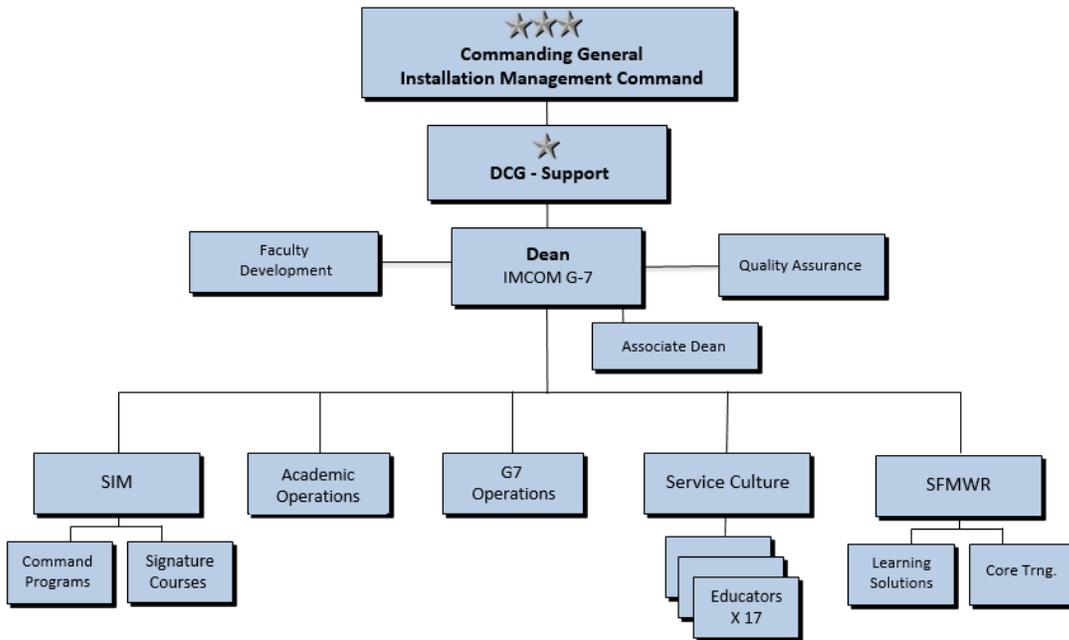
Responding to the need for a headquarters element to drive training and education within the command, in October of 2014, CG IMCOM reorganized assets from the IMCOM G7 (training and education) to form the School of Installation Management, as part of the IMCOM Academy. This re-organization is part of the ongoing IMCOM 2025 Campaign Plan⁷. Combined with hiring authority to invest in a professional faculty, and a mandate to develop a “premier institution of learning”⁸, the College of Installation Management was conceived.

The College of Installation Management

The College of Installation Management represents a new organizational model for Army education. Challenged by a constrained resources and an extremely broad competency range, the CIM will leverage a relatively small number of professional educators organized with much larger numbers of IMCOM subject matter experts trained and qualified as adjunct professors of installation management. In this way, the college will reach far more students than would otherwise be possible and in a cost-effective manner. We do not believe that there will be any loss in quality, in fact, we expect enhanced learning.

The College of Installation Management is composed of a headquarters featuring Faculty Development and Quality Assurance offices, three schools, and an Operations directorate that handles IMCOM G7 staff functions as well as academic support. The College is organized along familiar TRADOC professional military education lines with austere support systems, focusing resources on the academic departments.

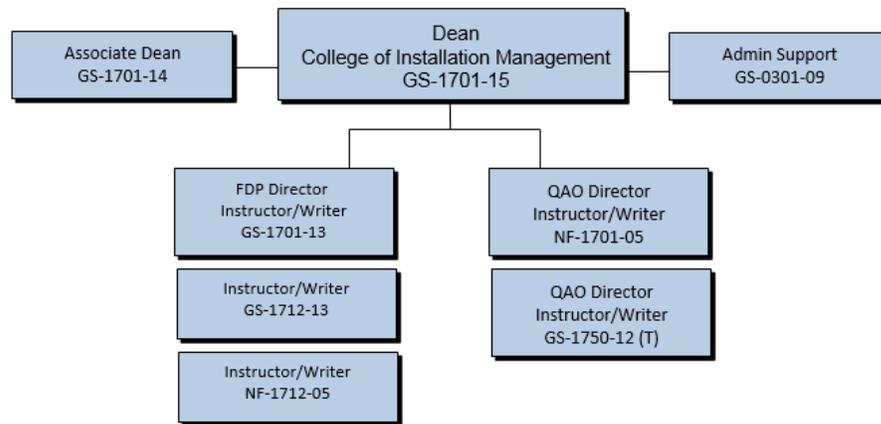
College of Installation Management Organization



Headquarters

The College headquarters consists of the Dean, the Faculty Development Office and the Quality Assurance Office. The Dean is the senior academic officer in the college, dual hatted as the IMCOM G7. The Dean's position as a primary staff officer for the command is critical, giving the college a voice and direct input to command policy effecting training and education within the command.

College Headquarters Organization



The Faculty Development Office is quite possibly the most important element of the College and an extension of the Army University Center for Teaching and Learning Excellence (CTLE). The Faculty Development Program (FDP) will be responsible for credentialing the large College of Installation Management adjunct faculty and coordinating continuing education for same. The Director of Faculty Development is the proponent for College Bulletin 1, "CIM Faculty Development".

The Quality Assurance Office (QAO) is responsible for the *Accountable Instruction System (AIS)*. AIS is a TRADOC educational system that provides for periodic review and update of the college curriculum. The QAO will also maintain the College survey system and

conduct periodic measurement of the effectiveness of college offerings. Understanding how and in what ways learning is affected supports the AIS, which also provides for regular command guidance within the process. Importantly, the QAO operates strictly independent of the academic departments. Quality Assurance also plays a key role in the preparation and maintenance of all college accreditations. The Director of Quality Assurance is the proponent for College Bulletin 2, "The Accountable Instruction System".

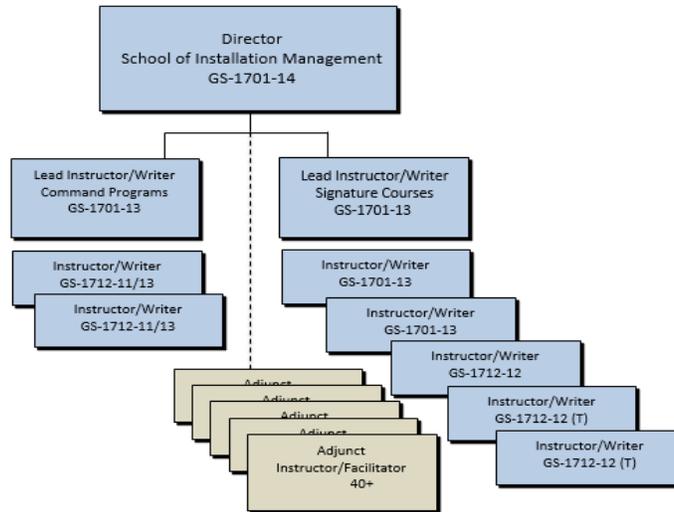
At the College of Installation Management, headquarters staff and operations personnel from the Dean down will maintain FDP qualification and serve as instructor-facilitators. However, like all "premier learning institutions", there are academic departments. In this case, the School for Installation Management, School for Family and Morale, Welfare, Recreation and, the School of Service Culture.

The School of Installation Management

The School of Installation Management (SIM) is an innovative and cost effective organization tailored to deliver world-class training and education to the IMCOM workforce. SIM leverages a small cadre of expert adult educators to support a much larger adjunct faculty of subject matter experts. Though designed to meet the professional development needs of the IMCOM GS employee, Soldiers and non-appropriated fund employees will benefit greatly from SIM programs and course offerings. The School has two branches: Signature Courses Branch and the Command Programs Branch.

Signature Courses. Representing the initiative and innovation of leaders across IMCOM, the signature courses were developed over several years. As discussed earlier these courses were the logical response to a leader development need. Building on that innovation, the SIM faculty provides a professional adult education framework around the subject matter experts (SME) who serve as course authors. Leveraging the College of Installation Management Faculty Development Program, each SME is qualified as an adult learning facilitator and receives instruction in course design and curriculum development (FDP1). Upon completion of FDP and a short internship with a SIM mentor, SME become *Adjunct Instructor-Facilitators (IF)* in the College of Installation Management with continuing professional development requirements to maintain their qualification.

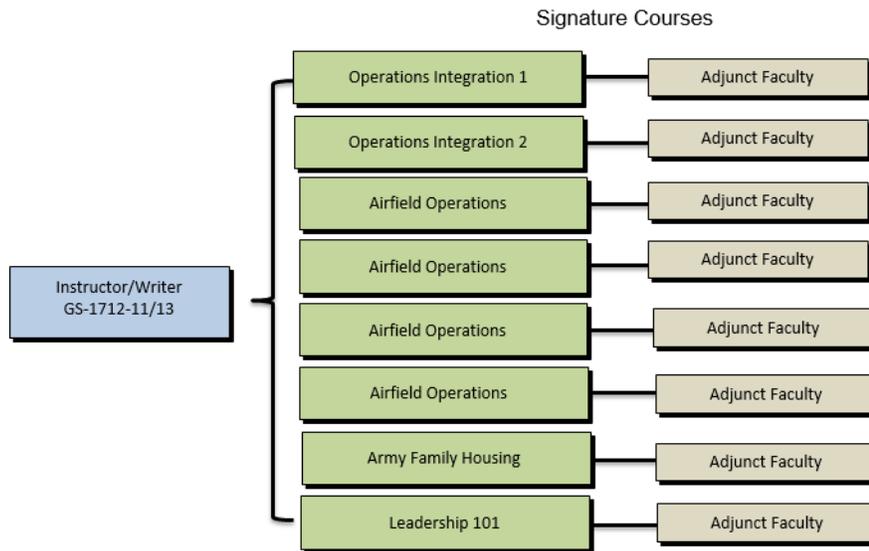
School of Installation Management Organization



The professional educators from the SIM faculty assume responsibility for a varying range of signature courses (as depicted below). The faculty insures qualification of the adjunct IF as well as assisting with the course design, documentation and execution. SME serving as adjunct faculty assume primary responsibility for course delivery but may call on any resource of the college to insure successful execution and or enhance the student experience.

Command Programs. The Command Programs branch of the School of Installation Management executes the long-standing and highly regarded Garrison Leaders Course (GLC). GLC is two weeks in length and is a component of pre-command qualification for IMCOM garrison commanders and sergeant majors. The branch also develops and delivers program length courses in support of command priorities. These programs are normally driven by training and education gap analysis or in response to an emerging threat. For example, as of this writing, Command Programs is developing the Expeditionary Base Operations Support (EBOS) course at the direction of CG IMCOM.

Delivering the Signature Courses



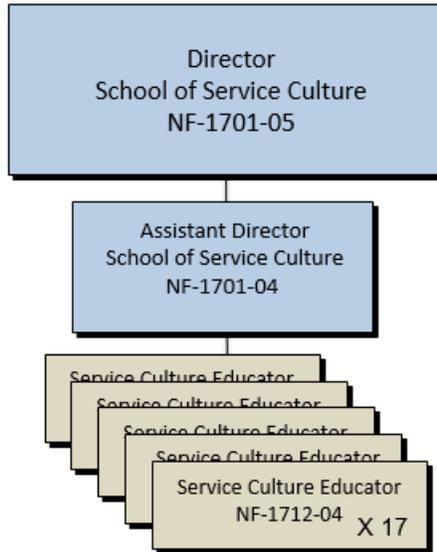
Command Programs will also build on the innovative signature courses by designing programs in support of Career Programs, installation functions, and command priorities. The signature courses act as components of the command programs along with guest speakers, courses from private academia and other experiences as required to provide the best possible learning experience for IMCOM Soldiers and Civilians.

The School of Service Culture

In 2008 the Family and MWR (FMWR) Command directed the FMWR Academy to develop a comprehensive, holistic Customer Service Program for Army FMWR that creates and sustains a customer service culture. That program has been extremely successful, repeatedly demonstrating significant return on investment. Much of that success can be directly attributed to the work of Service Culture Educators from the School of Service Culture (SSC).

Service Culture Educators provides 17 non-appropriated fund (NAF) Service Culture Educators (SCEs) that are strategically placed across garrisons to support all of FMWR. The school director and deputy director are resident within the college headquarters. The SCEs assist Directors of FMWR (DFMWRs) in implementing, monitoring and sustaining the

Organization of the School of Service Culture



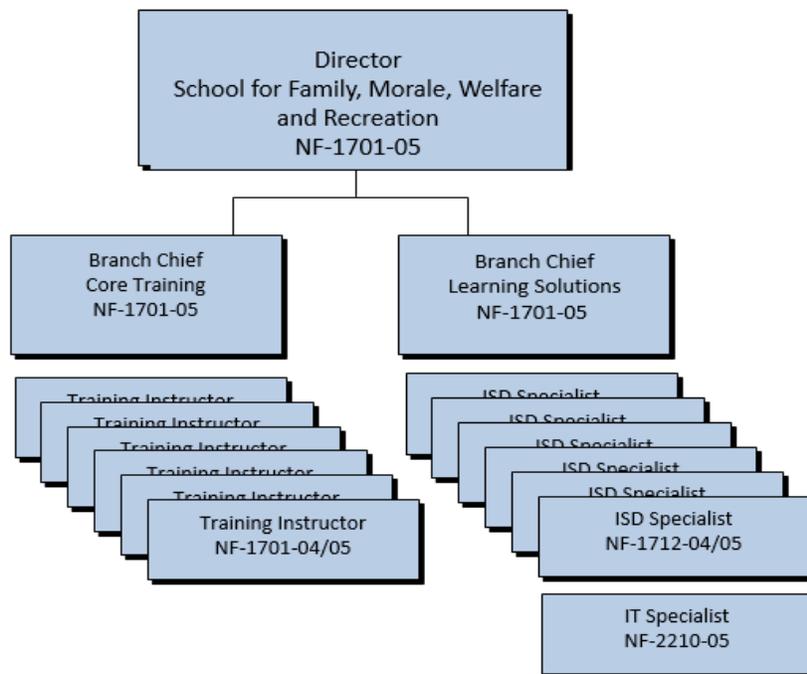
standardized enterprise program by providing high quality training, coaching and performance support for a best in class service culture. The program increases customer participation and satisfaction, increases employee job satisfaction, supports retention of high-performing employees, and sustains employee engagement and commitment. The SCEs are fully qualified instructor/facilitators of the college and meet the same FDP requirements for qualification and continuing education.

The GS Challenge. Similar to the lack of available professional development courses for GS personnel overall, the IMCOM GS and uniformed workforce cannot take advantage of the NAF customer service training program. This is a serious gap in IMCOM training and education given the importance of customer service to the command. However, utilizing the excellent curriculum and classroom materials developed by the SSC, adjunct IF from each garrison, supported by the SIM Command Programs Branch will bring customer service training and education to IMCOM Garrisons NLT 1st quarter FY17.

The School for Family and Morale, Welfare, Recreation

As noted in the forward to this paper, The School for Family and Morale, Welfare, Recreation (SFMWR) is a well-established institute of learning. Since 1986 they have provided the institutional training base for Family and Morale, Welfare, Recreation employees. SFMWR utilizes the latest adult learning methods in both curriculum development and delivery. In recognition of that fact, SFMWR was accredited by the TRADOC in 2014.

The School for Family and Morale, Welfare, Recreation Organization



The SFMWR faculty is outstanding and has well-established academic systems, many of which will serve as a basis for future College of Installation Management systems. SFMWR consists of two branches, the Learning Solutions Branch and the Core Training Branch. The staff and faculty within each of these branches are interconnected and work cohesively to provide training and workforce development to the 29,000+ Family and MWR (both appropriated and Non-appropriated fund) workforce worldwide. The mission of the school is to enable garrisons to provide quality of life programs and services by developing

and sustaining the FMWR workforce through functionally specific training, performance support, and career planning. This is done by providing residential and virtual classroom instruction in leadership & management, E-learning (On-line) and blended training for entry, skill, and basic levels, workforce development guidance and sustainment through a robust professional development program, career development, performance and results driven support, and assistance to other FMWR professional operations.

Why the Army needs a College of Installation Management

In short, our current system is not good enough for the 21st century operational environment. The College of Installation Management will develop agile, adaptive leaders in the art and science of successful installation management. Moreover the College will foster communication, collaboration and innovation with our joint partners, local, state, national, and international governmental agencies, civilian academia and private business. Working closely with IMCOM leaders, we will address the training and education needs of this highly diverse workforce which spans across the globe.

Synchronized Focus. The education effort within IMCOM today includes over 70 FMWR programs and courses and 125+ separate installation management programs and courses. We have experienced tremendous enthusiasm and innovation in the development of these programs, but they are not fully synchronized across the enterprise. Additionally, there is training currently provided by other Army staffs and commands in support of installation management which should be standardized and delivered under one educational body. The College of Installation Management removes informational stovepipes and facilitates rapid diffusion of innovation, best practices and new ideas.

Expanded Legitimacy. The School for Family and Morale, Welfare, Recreation was accredited in FY15 by TRADOC and there has been a long-standing recognition of these programs among other civilian educational institutions. Currently the School of Installation Management offers 125+ leader development and technical courses, and is scheduled to undergo review for accreditation by TRADOC in June 2017. Upon accreditation by TRADOC, the College will begin work to develop collaborative degree programs with a wide range of colleges and universities.

Expanded Accreditation and Credentialing. The diverse vocational specialties of IMCOM Soldiers and Civilian employees require specific training depending on their position and technical field. Some of this training is developed locally at the installation, but does not have an institutionalized standard and lacks portability. This impacts the credibility of the subject matter, which may result in reluctance of external institutions to support accreditation. These issues can result in significant personal cost for Soldiers and Civilian employees who are required to maintain credentialing for employment or those who might be pursuing education for advancement. Finally, there is no current practice to account for installation management training. This may result in redundant efforts which can diminish the availability of finite fiscal and human resources.

Why Now?

The College of Installation Management supports the preparation of our young leaders for the 21st century operational environment, consistent with the Army Operating Concept (AOC), entitled “Win in a Complex World⁹. That document describes how the Army will operate in the years 2020-2040 and beyond. The preparation of leaders in both the operational and institutional Army is a recurring theme throughout the AOC as an absolute requirement to “win in a complex world”. The Army University has been cited as the first innovation in support of the AOC. The College of Installation Management complements the Army University vision by broadening the curriculum base of the university to address the institutional Army comprehensively. The College of Installation Management represents a strategic investment in the Army’s institutional work force in support of the Army Operating Concept and nested within the Army University.

Strategic Vision

Just as the Army University will become a premier learning institution for the Total Army developing military and civilian leaders, the College of Installation Management will nest within that system and supplement the vision by being the single source in the Army for the discipline of installation management. This will be accomplished by blending best practices across the enterprise along with external knowledge resources into a

relevant, agile, and adaptive curriculum at a universally accepted and highly accredited educational institution designed to optimize human performance.

Real Change in Army Installation Management Education

The College of Installation Management is the brick and mortar symbol of the Army's commitment to support learning for installation management professionals. This sends a powerful message to our existing force and helps attract and retain a professional workforce into 2025 and beyond. The College will nest itself within the Army University system and serve as a platform for the development credentialing regimes for IMCOM centric Career Programs such as CP29 (Installation Management), CP 27 (Housing) and others. But perhaps most important of all, the College will provide the command with agile resource to meet the changing educational and professional development needs of a global work force. The College of Installation Management will act as an engine of change for the Installation Management Command, ensuring future adaptability to meet complex challenges yet unknown.

Reputable Faculty. The College of Installation Management faculty include a small, but stable core of professionals who are skilled in facilitating adult learners and are augmented by SMEs in the specific areas of instruction. We will invest heavily in faculty excellence, focusing on developing the facilitation skills of our large adjunct population and building the credentials of our adult education professionals. Curriculum design and documentation will be a specific point of emphasis for the College faculty in support of our adjunct instructors.

Collaboration. The College of Installation Management will collaborate across the Army and DoD training and education enterprise to enhance and expand existing programs. The college will participate fully in combined forums like the Army Learning Coordination Council and the Army Profession and Leader development Forum. This participation will result in robust faculty exchanges and facilitate collaborative research. Subject matter experts across DoD will be invited to participate in the CIM Adjunct Faculty Program, leveraging an unlimited and mostly untapped opportunities exist among these bodies of experts.

Partnerships. The College of Installation Management will partner with civilian academic institutions, local, state and federal government agencies, corporate partners, and our joint team-mates in order to build innovative leadership and function-specific training and education programs. These partnerships may be as simple as engaging a civilian subject matter expert as adjunct faculty or as complex as degree producing programs involving private sector Universities. Leadership seminars that bring together the best and brightest of private sector academia, industry and aspiring IMCOM leaders will be a staple of future College of Installation Management offerings.

Expansion of Accreditation. The SFMWR was accredited by TRADOC in FY15 and there has been long standing recognition and accreditation of these programs among external civilian educational institutions. The CIM as a whole will be prepared for TRADOC accreditation in FY17, but this needs to be expanded to external accreditation which will improve the quality of our programs and further the reputation of the College as the premier institution for installation management. The key to gaining the desired accreditation will be the degree of academic rigor within the courses and across the institution. The expansion of accreditation will benefit the work force by providing a curriculum to maintain professional credentials and increased education.

Conclusion

The College of Installation Management represents a new organizational model for Army education. Challenged by constrained resources and an extremely broad competency range, the CIM will leverage a relatively small number of professional educators organized with much larger numbers of IMCOM subject matter experts trained and qualified as adjunct professors of installation management. In this way, the college will reach far more students than would otherwise be possible and in a cost-effective manner. We do not believe that there will be any loss in quality, in fact, we expect enhanced learning.

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Appendix A

Points of Contact for Courses

Identifier	Organization	Schedule POC	Phone	E-mail
N/A	CIM Academic Support	Jack Sebastyn	210-466-1023	john.j.sebastyn.civ@mail.mil
N/A	CIM Academic Support	Mike Lyons	210-466-1029	michael.a.lyons.civ@mail.mil
AE	Army Environmental	Janet Martin	210 466-1583	janet.g.martin6.civ@mail.mil
EO	Equal Opportunity	Michael Gaskey	210-466-2605	michael.e.gaskey.civ@mail.mil
ES	Emergency Services	Mary Beam	210-466-0499	mary.j.beam2.civ@mail.mil
HR	Human Resources	Debbie Caraway	210-466-0478	debra.a.caraway.civ@mail.mil
IR	Internal Review	Ken Comerford	210-466-0693	kenneth.r.comerford.civ@mail.mil
JA	Staff Judge Advocate	Michael Lassman	210-466-0855	michael.l.lassman.civ@mail.mil
NF	Non-appropriated	Sonya Lee	210466-1050	sonya.d.lee3.naf@mail.mil
OP	Operations	Calberth Riley	210-466-0924	calberth.b.riley.civ@mail.mil
PA	Public Affairs	Bill Costlow	210-466-0708	william.r.costlow.civ@mail.mil
PL	Plans-G5(PAIO)	Diane Talbot	210-466-0209	diane.m.talbot.civ@mail.mil
PW	Public Works	Richard Kuchka	210-466-0561	richard.l.kuchka.civ@mail.mil
PW	Housing	Mark Hjuler	210-466-0440	mark.n.hjuler.civ@mail.mil
RM	Resource Management	Terri Cass	210-466-779	terri.l.cass.civ@mail.mil
RS	Religious Services	Glenn Coe	210-466-0722	glenn.e.coe.civ@mail.mil
SO	Safety Office	Dr. Gordon Tate	210-466-0366	gordon.e.tate.civ@mail.mil
TR	School of Installation Management	LaToya Sizer	210-466-1005	latoya.e.sizer.civ@mail.mil
WR	Morale, Welfare & Recreation	Michael Wood	210-466-1203	michael.a.wood.civ@mail.mil

2016 Resident Courses

December

Course Number	Title	Dates	Location
NF-235	Programming and Special Events	7 -18 Dec	JBSA-IMA
PW-101	DPW Basic orientation Course	7-11 Dec	JBSA-TBD
PW-106	DPW Environmental Foundations	7-11 Dec	JBSA-TBD
PW-120	RCI-1 (Housing)	7-11 Dec	Pentagon
PW-121	RCI-2 (Housing)	14-18 Dec	Pentagon
TR-101	Staff Officer Course	16 Dec	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	7-11 Dec	JBSA-IMA

January

Course Number	Title	Dates	Location
AE-201	Cultural & Natural Resources	12-14 Jan	JBSA-AEC
HR-112	Freedom of Information Act Course	25-29 Jan	JBSA-IMA
HR-117	Career Skills Program	11-15 Jan	JBSA-IMA
NF-401	Executive Leadership (FMWR Div. Chiefs)	25 Jan-5 Feb	JBSA-IMA
PW-117	AFH-2 (Housing)	18-22 Jan	JBSA-IMA
PW-119	HSO-2 (Housing)	4-8 Jan	JBSA-IMA
TR-101	Staff Officer Course	27 Jan	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	11-15 Jan	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	25-29 Jan	JBSA-IMA
WR-115	Golf Managers Training Seminar	TBD Jan	JBSA-TBD
WR-117	NAF Capital Purchase (CPMC) Course	25-29 Jan	JBSA-TBD

February

Course Number	Title	Dates	Location
AE-101	Environmental Trends	22-26 Feb	JBSA-AEC
AE-105	Environmental Negotiations	10-12 Feb	JBSA-AEC
AE-106	Environmental Quality Sampling	29 Feb-4 Mar	JBSA-AEC
AE-118	Endangered Species Act Negotiations	2-4 Feb	JBSA-AEC
AE-119	CERCLA/RCRA Restoration Training	23-25 Feb	JBSA-AEC
AE-125	Initial Hazardous Waste Mgt & Manifest	1-5 Feb	Ft Stewart
AE-201	Cultural & Natural Resources Course	12-14 Feb	JBSA-AEC
EO-101	EEO Officer Course	8-12 Feb	JBSA-IMA
ES-101	DES Course	1-5 Feb	JBSA-IMA
ES-102	Emergency Management Course	22 Feb-4 Mar	JBSA-IMA
IR-500	IR Chiefs Course	8-12 Feb	JBSA-IMA
NF-234	Coaching and Management (CYS)	22 Feb-4Mar	JBSA-IMA
OP-103	Airfield Operations	8-12 Feb	JBSA-IMA
OP-105	Knowledge Management for KM Reps	8-11 Feb	JBSA-IMA

PW-103	DPW Business Operations	29 Feb-3 Mar	JBSA-TBD
PW-104	Master Planning	8-12 Feb	JBSA-TBD
PW-108	DPW Work Management Processes	2-6 Feb	JBSA-TBD
PW-109	DPW Capstone	23-25 Feb	JBSA-TBD
PW-123	UH-2 (Housing)	1-5 Feb	Pentagon
PW-127	Master Planning-Real property	1-5 Feb	JBSA-TBD
TR-101	Staff Officer Course	24 Feb	JBSA-IMA
TR-500	Garrison Leader Course	22 Feb-4 Mar	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	22-26 Feb	JBSA-IMA
WR-106	Family Advocacy Leaders Course	29 Feb-4 Mar	JBSA-IMA
WR-114	Golf Superintendents Course	Feb TBD	JBSA-TBD
WR-117	NAF Capital Purchase (CPMC) Course	1-5 Feb	JBSA-TBD

March

Course Number	Title	Dates	Location
AE-103	Air Quality Management	TBD Mar	JBSA-AEC
AE-124	Environmental Liabilities	24 Mar	JBSA-AEC
HR-108	Risk Reduction Course (New Employee)	14-18 Mar	JBSA-TBD
HR-112	Freedom of Information Act Course	TBD Mar	JBSA-IMA
HR-118	Suicide Prevention Program Manager Tng	1-3 Mar	JBSA-TBD
OP-106	DPTMS Course	7-18 Mar	JBSA-IMA
PA-102	Social Media Production	28 Mar-1 Apr	JBSA-IMA
PL-103	ACOE Integrated Management System	7-9 Mar	JBSA-TBD
PW-101	DPW Basic Orientation Course	14-18 Mar	JBSA-TBD
PW-105	DPW Work Classification Course	29-31 Mar	JBSA-TBD
PW-108	DPW Work Management Processes	TBP	JBSA-TBD
PW-112	DPW Business Analysis	7-11 Mar	JBSA-TBD
RM-201	GFEBs Sustainment Course	4-18 Mar	JBSA-DFAS
RS-501	Family Life Refresher Course	21-25 Mar	JBSA-IMA
RS-502	Dir. of Religious Ed. Refresher Course	28 Mar-1 Apr	JBSA-IMA
RS-503	Deputy Garrison Chaplains Course	7-11 Mar	JBSA-IMA

SO-101	Garrison Safety Manager Course	22-24 Mar	JBSA-IMA
TR-101	Staff Officer Course	30 Mar	JBSA-IMA
TR-501	Expeditionary Base Ops Support (EBOS)	14-18 Mar	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	7-11 Mar	JBSA-IMA
WR-104	EFMP Sustainment Training Course	21-24 Mar	JBSA-TBD
WR-106	Family Advocacy Leaders Course	TBD Mar	JBSA-TBD
WR-118	NAF Acquisition Mgmt. Course	14-25 Mar	JBSA-TBD

April

Course Number	Title	Dates	Location
AE-114	RCRA HM/HW Course	25-27 Apr	Redstone, AL
AE-127	DOT Manifest Refresher Course	20-21 Apr	JBSA-AEC
AE-206	Advanced Historical Preservation & Law	19-21 Apr	Wash, DC
ES-105	Police Chief Course	18-22 Apr	JBSA-IMA
JA-500	SJA Labor Counselor	18-22 Apr	JBSA-IMA
NF-307	Leadership and Mgmt. (NSS Chiefs)	4-8 Apr	JBSA-IMA
NF-401	Executive Leadership (FMWR Div. Chiefs)	18-29 Apr	JBSA-IMA
OP-101	Operations Functional Center Course	11-15 Apr	JBSA-OPS CTR
PW-103	DPW Business Operations	4-8 Apr	JBSA-TBD
PW-106	DPW Environmental Foundations	11-15 Apr	JBSA-TBD
TR-101	Staff Officer Course	27 Apr	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	4-8 Apr	JBSA-IMA
WR-102	Survivor Outreach Services Course	TBD Apr	JBSA-TBD
WR-106	Family Advocacy Leaders Course	TBD Apr	JBSA-TBD
WR-123	SFAC Director Tng. Course	5-7 Apr	JBSA-TBD

May

Course Number	Title	Dates	Location
AE-117	NEPA Process & Cumulative Effects	2-6 May	Ft Belvoir
EO-102	DA EEO Counselor Certification Training	16-20 May	JBSA-IMA
ES-101	DES Course	2-6 May	JBSA-IMA
HR-101	DHR Signature Course	23-27 May	JBSA-IMA
HR-112	Freedom of Information Act Course	2-6 May	JBSA-TBD
NF-234	Coaching and Management (CYS)	16-27 May	JBSA-IMA
NF-235	Programming and Special Events	2-13 May	JBSA-IMA
OP-103	Airfield Operations	16-20 May	JBSA-IMA
OP-105	Knowledge Management for KM Reps	23-26 May	JBSA-MTT (Pacific)
OP-107	Ammunition Managers Course	23-27 May	JBSA-IMA
PL-103	ACOE Integrated Management System	23-27 May	MTT
PW-101	DPW Basic orientation Course	16-20 May	JBSA-TBD
PW-105	DPW Work Classification Course	24-27 May	JBSA-TBD
RS-503	Deputy Garrison Chaplain Course	16-20 May	JBSA-TBD
TR-401	OPEX-Train-The-Trainer (T3)	9-12 May	JBSA-IMA
TR-500	Garrison Leader Course	2-13 May	JBSA-IMA
TR-501	Expeditionary Base Ops Support (EBOS)	9-13 May	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	2-6 May	JBSA-IMA
WR-103	Employment Readiness Certification	2-6 May	JBSA-TBD

June

Course Number	Title	Dates	Location
AE-101	Environmental Trends	13-17 Jun	JBSA-AEC
AE-111	Military Munitions Response (101)	21-23 Jun	JBSA-AEC
AE-117	NEPA Process & Cumulative Effects	6-10 Jun	Ft Wainwright
OP-106	DPTMS Course	20 Jun-1 Jul	JBSA-IMA
PA-101	Communications Planning	20 Jun-1 Jul	JBSA-IMA
PA-102	Social Media Production	6-10 Jun	JBSA-IMA

PW-111	DPW Engineering Course	20-24 Jun	JBSA-TBD
PW-112	DPW Business Analysis	27 Jun-1 Jul	JBSA-TBD
TR-101	Staff Officer Course	1 Jun	JBSA-IMA
TR-101	Staff Officer Course	29 Jun	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	13-17 Jun	JBSA-IMA
WR-104	EFMP (Central Region)	13-16 Jun	JBSA-TBD
WR-105	Volunteer Programs Training	27 Jun-1 Jul	JBSA-TBD
WR-113	Bowling Managers Training	TBD Jun	JBSA-TBD
WR-201	ACS Directors (Annual Training)	6-10 Jun	JBSA-TBD

July

Course Number	Title	Dates	Location
AE-206	Advanced Historical Preservation & Law	26-28 Jul	JBSA-AEC
ES-102	Emergency Management Course	11-22 Jul	JBSA-IMA
HR-111	R2 ASAP Integration Training	11-15 Jul	JBSA-TBD
HR-112	Freedom of Information Act Training	25-29 Jul	JBSA-IMA
IR-300	Basic Course/Basic Auditing	18-22 Jul	JBSA-IMA
NF-234	Coaching and Management (CYS)	18-29 Jul	JBSA-IMA
PL-105	PAIO Intermediate Course	11-15 Jul	JBSA-IMA
PW-101	DPW Basic orientation Course	25-29 Jul	JBSA-TBD
PW-109	DPW Capstone	11-15 Jul	JBSA-TBD
PW-127	Master Planning-Real property	11-15 Jul	JBSA-TBD
RM-102	Manpower and IMCOM On-Line	11-15 Jul	JBSA-IMA
RM-201	GFEBs Sustainment Course	11-15 Jul	JBSA-DFAS
SO-101	Garrison Safety Manager Course	19-21 Jul	JBSA-IMA
TR-101	Staff Officer Course	27 Jul	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	25-29 Jul	JBSA-IMA

August

Course Number	Title	Dates	Location
AE-114	RCRA HM/HW Course	23-25 Aug	JBSA-AEC
AE-128	Environ Planning & Comm Right to Know	26-27 Aug	Omaha, NE
AE-129	Environmental Regulations Practical App	1-5 Aug	San Diego, CA
AE-212	Military Munitions Response Training (201)	23-25 Aug	JBSA-AEC
EO-101	EEO Officer Course	1-5 Aug	JBSA-IMA
ES-101	DES Course	1-6 Aug	JBSA-IMA
ES-103	Exercise Evaluator Course	15-19 Aug	JBSA-IMA
ES-104	Conservation Law Enforcement	22-26 Aug	JBSA-IMA
HR-113	Transition Service Managers Course	8-12 Aug	JBSA-IMA
NF-234	Coaching and Management (CYS)	15-26 Aug	JBSA-IMA
NF-307	Leadership and Management (CYS)	1-5 Aug	JBSA-IMA
OP-105	Knowledge Management for KM Rep	15-18 Aug	JBSA-MTT Europe
PA-102	Social Media Production	15-19 Aug	JBSA-IMA
PL-105	PAIO Intermediate Course	22-26 Aug	JBSA-IMA
RS-202	Fund Management Refresher	8-12 Aug	JBSA-IMA
TR-101	Staff Officer Course	31 Aug	JBSA-IMA
TR-401	OPEX-Train-The-Trainer (T3)	29 Aug-1 Sep	JBSA-IMA
TR-500	Garrison Leader Course	1-12 Aug	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	22-26 Aug	JBSA-IMA
WR-104	EFMP (Europe)	22-25 Aug	JBSA-TBD
WR-122	ACS, SOS, SFAC Financial Prog Mgr Cert	TBD Aug	JBSA-TBD

September

Course Number	Title	Dates	Location
AE-206	Advanced Historical Preservation & Law	13-15 Sep	JBSA-AEC
OP-103	Airfield Operations	12-16 Sep	JBSA-IMA
NF-402	Executive Development Directors (FMWR)	12-23 Sep	JBSA-TBD
TR-101	Staff Officer Course	28 Sep	JBSA-IMA
TR-401	OPEX-Train-The-Trainer (T3)	26-29 Sep	JBSA-IMA

TR-501	Expeditionary Base Ops Support (EBOS)	12-16 Sep	JBSA-IMA
TR-511	Faculty Development Program (FDP-1)	19-23 Sep	JBSA-IMA
WR-104	EFMP (Europe)	19-22 Sep	JBSA-TBD
WR-120	BOSS Annual Training	TBD Sep	JBSA-TBD
TR-511	Faculty Development Program (FDP-1)	19-23 Sep	JBSA-IMA
WR-104	EFMP (Europe)	19-22 Sep	JBSA-TBD
WR-120	BOSS Annual Training	TBD Sep	JBSA-TBD

Appendix B – 2015 Installation Management Academy Course Offerings

Course Name	Course Number	CP
ENVIRONMENTAL TRENDS	AE-101	16
ADVANCED WILDLIFE TOPICS FOR CONSERVATION LAW	AE-102	16
AIR QUALITY MANAGEMENT	AE-103	16
ENVIRONMENTAL LAWS AND REGULATION TRAINING	AE-104	16
ENVIRONMENTAL NEGOTIATIONS	AE-105	16
ENVIRONMENTAL QUALITY SAMPLING	AE-106	16
RISK COMMUNICATION	AE-107	16
EPCRA STANDARDIZATION	AE-109	16
PEST MANAGEMENT TRAINING	AE-110	16
MILITARY MUNITIONS RESPONSE PROGRAM 101	AE-111	16
CULTURAL RESOURCES	AE-112	16
NATURAL RESOURCE TRAINING	AE-113	16
RCRA HM/HW	AE-114	16
NEPA PROCESS TRAINING	AE-117	16
ENDANGERED SPECIES ACT SECTION 7 NEGOTIATIONS	AE-118	16
CERCLA TRAINING	AE-119	16
DOT TRANSPORTATION OF HAZMAT	AE-121	16
EMS LEAD AUDITOR	AE-122	16
POL/STORAGE TANKS	AE-123	16
ENVIRONMENTAL LIABILITIES	AE-124	16
MILITARY MUNITIONS RESPONSE PROGRAM 201	AE-212	16
EQUAL EMPLOYMENT OPPORTUNITY OFFICER	EO-101	28

DA EEO COUNSELOR CERTIFICATION TRAINING	EO-102	28
DIRECTOR OF EMERGENCY SERVICES (DES)	ES-101	19
EMERGENCY MANAGEMENT	ES-102	19
EXERCISE EVALUATORS COURSE	ES-103	19
CONSERVATION LAW ENFORCEMENT COURSE	ES-104	19
POLICE CHIEF COURSE	ES-105	19
DIRECTORATE OF HUMAN RESOURCES SIGNATURE COURSE	HR-101	50
ADCO/CD LEADERSHIP AND MANAGEMENT COURSE	HR-102	29
DRUG TESTING COORDINATOR	HR-103	29
DRUG TESTING COORDINATOR	HR-104	29
CLINICAL SUPERVISORY/MANAGERS COURSE	HR-105	53
ASAP PREVENTION (PRIME FOR LIFE)	HR-106	29
PREVENTION COORDINATOR	HR-107	29
RISK REDUCTION COURSE (NEW EMPLOYEE)	HR-108	29
RISK REDUCTION COURSE (REFRESHER)	HR-109	29
EMPLOYEE ASSISTANCE PROGRAM	HR-110	29
R2 ASAP INTEGRATION TRAINING	HR-111	29
FREEDOM OF INFORMATION ACT	HR-112	50
TRANSITION SIGNATURE COURSE	HR-113	50
TOTAL ARMY SPONSORSHIP TRAINING COURSE	HR-114	50
EDUCATION SERVICES OFFICER SIGNATURE COURSE	HR-115	31
INSTALLATION VOTING OFFICER TRAINING COURSE	HR-116	50
CAREER SKILLS PROGRAM	HR-117	31
SUICIDE PREVENTION MANAGER TRAINING	HR-118	29
INTERNAL AUDITOR STATISTICAL SAMPLING	IR-200	11
INTERNAL REVIEW BASIC AUDITOR	IR-300	11
INTERNAL AUDITOR COMMUNICATIONS	IR-301	11
INTERNAL AUDITOR CONTRACT AUDITING	IR-400	11
INTERMEDIATE COURSE AUDIT READINESS	IR-401	11
INTERNAL REVIEW LEADER CHIEF	IR-500	11
STAFF JUDGE ADVOCATE LABOR ATTORNEY	JA-500	56
FAMILY AND MWR ORIENTATION	NF-101	29
OPERATION EXCELLENCE (OPEX) CUSTOMER SERVICE-ONLINE	NF-103	29
OPERATION EXCELLENCE (OPEX) CUSTOMER SERVICE-RES	NF-104	29

SUSTAINING THE EMPLOYEE AND CUSTOMER COVENANT	NF-105	29
INTRODUCTION TO THE FAMILY AND MWR DELIVERY SYSTEM	NF-106	29
BOWLING BASICS	NF-108	29
SERVSAFE FOOD HANDLING-EMPLOYEE LEVEL	NF-109	29
SERVSAFE MANAGERS	NF-110	29
SERVSAFE ALCOHOL	NF-111	29
CYSS REDUCING THE RISK OF CHILD ABUSE IN ARMY CYSS	NF-112	29
CYSS ACCOUNTABILITY AND SUPERVISION	NF-113	29
CYSS MOBILIZATION AND CONTINGENCY	NF-201	29
CYSS SPACE CENSUS CDC	NF-202	29
CYSS SPACE CENSUS COORDINATORS	NF-203	29
CYSS SPACE CENSUS FCC	NF-204	29
CYSS SPACE CENSUS – SA/MS/T	NF-205	29
CHILD AND YOUTH MANAGEMENT SYSTEM (CYMS)	NF-206	29
INTRODUCTION TO SPORTS MANAGEMENT	NF-211	29
SPORTS EVENTS PLANNING	NF-212	29
SPORT HISTORY AND THEORY	NF-213	29
SPORTS REC TRAC	NF-214	29
SPORTS TOURNEMENTS	NF-215	29
INTRODUCTION TO BOSS	NF-216	29
FAMILY AND MWR BASIC MANAGEMENT	NF-217	29
COMMERCIAL SPONSORSHIP TRAINING	NF-218	29
APPLIED FINANCIAL PLANNING: INCOME STATEMENT ANALYSIS	NF-219	29
APPLIED FINANCIAL PLANNING: BREAKEVEN	NF-220	29
APPLIED FINANCIAL PLANNING: FORECASTING	NF-221	29
APPLIED FINANCIAL PLANNING: RETAIL SALES ACCOUNTABILITY	NF-222	29
FAMILY AND MWR BUDGETING IN THE NAF SYSTEM	NF-223	29
NAF BASIC CONTRACTING	NF-225	29
IMPLEMENTING THE FAMILY AND MWR DELIVERY SYSTEM	NF-227	29
NAF PERSONNEL MANAGEMENT	NF-228	29
NAF INTERNAL CONTROLS	NF-229	29
NAF FINANCIAL MANAGEMENT	NF-230	29
PROCUREMENT FOR NAF PROGRAM MANAGERS	NF-231	29
MANAGING WORKPLACE CONFLICT	NF-232	29

BUSINESS PLAN DEVELOPMENT	NF-233	29
COACHING AND MANAGEMENT CYS	NF-234	29
PROGRAMMING AND SPECIAL EVENTS	NF-235	29
MBTI- SITUATIONAL LEADERSHIP II	NF-301	29
SITUATIONAL LEADERSHIP FOR DIVISION CHIEFS	NF-302	29
LDRSHIP AND MGT FOR CYS COORDINATORS	NF-306	29
LDRSHIP AND MGT FOR NAF SUPPORT SVCS DIVISION CHIEFS	NF-307	29
EXECUTIVE LEADERSHIP AND MANAGEMENT DIVISION CHIEFS	NF-401	29
EXECUTIVE DEVELOPMENT FOR DIRECTORS	NF-402	29
OPERATIONS CENTER	OP-101	29
AIRFIELD OPERATIONS	OP-103	29
MOBILIZATION AND DEPLOYMENT PROGRAM TRAINING	OP-104	29
IMCOM KNOWLEDGE MANAGEMENT REPRESENTATIVE	OP-105	34
DIRECTORATE OF PLANS, TNG, MOB & SEC	OP-106	19
AMMUNITIONS MANAGER COURSE	OP-107	33
OPSEC LEVEL II PROGRAM MANAGER COURSE	OP-108	29
COMMUNICATIONS PLANNING AND ANALYSIS	PA-101	22
SOCIAL MEDIA PLANNING AND EXECUTION	PA-102	22
PUBLIC AFFAIRS LEADER DEVELOPMENT	PA-103	22
PAIO-BASIC COURSE	PL-101	29
INSTALLATION STATUS REPORT TRAINING	PL-102	29
ACOE INTEGRATED MANAGEMENT SYSTEM TRAINING	PL-103	29
ACOE EXAMINER TRAINING	PL-104	29
PAIO-INTERMEDIATE COURSE	PL-105	29
PAIO-ADVANCED COURSE	PL-106	29
DPW BASIC ORIENTATION	PW-101	77
DPW OPERATIONS AND MAINTENANCE	PW-102	77
DPW BUSINESS OPERATIONS AND INTEGRATION	PW-103	77
DPW MASTER PLANNING	PW-104	77
DPW WORK CLASSIFICATION	PW-105	77
DPW ENVIRONMENTAL FOUNDATION	PW-106	77
DPW WORK QUALITY MANAGEMENT	PW-107	77
DPW WORK MANAGEMENT PROCESSES	PW-108	77
DPW CAPSTONE	PW-109	77

DPW BULIDER SMS BASIC TRAINING	PW-110	77
DPW ENGINEERING	PW-111	77
DPW BUSINESS ANALYSIS	PW-112	77
DPW CONSTRUCTION PLANNING AND EXECUTION (JOC)	PW-113	77
ARMY FAMILY HOUSING	PW-114	27
HOUSING OPERATIONS	PW-115	27
ARMY FAMILY HOUSING-1	PW-116	27
ARMY FAMILY HOUSING-2	PW-117	27
HOUSING SERVICES OFFICE-1	PW-118	27
HOUSING SERVICES OFFICE-2	PW-119	27
RESIDENTIAL COMMUNITIES INTITATIVE-1	PW-120	27
RESIDENTIAL COMMUNITIES INTITATIVE-2	PW-121	27
UNACCOMPANIED HOUSING-1	PW-122	27
UNACCOMPANIED HOUSING-2	PW-123	27
EXECUTIVE COURSE	PW-124	27
GENERAL/FLAG OFFICER HOUSING COURSE	PW-125	27
HOUSING-FIRST SERGEANTS BARRACKS PROGRAM	PW-126	27
MASTER PLANNING-REAL PROPERTY	PW-127	27
MANPOWER AND IMCOM ONLINE	RM-102	11
GFEBs SUSTAINMENT TRAINING	RM-201	11
FUND MANAGEMENT REFRESHER COURSE	RS-202	52
FAMILY LIFE CHAPLAIN	RS-501	52
DIRECTORS OF RELIGIOUS EDUCATION	RS-502	52
DEPUTY GARRISON CHAPLAIN	RS-503	52
GARRISON CHAPLAIN COURSE	RS-504	52
GARRISON SAFETY MANAGER	SO-101	12
GARRISON RADIATION SAFETY OFFICER	SO-102	12
HEALTH PHYSICIST CERTIFICATION	SO-103	12
STAFF OFFICER ORIENTATION COURSE	TR-101	29
GARRISON LEADER PRE-COMMAND COURSE	TR-500	29
EXPEDITIONARY BASE OPERATIONS SUPPORT COURSE (EBOS)	TR-501	29
FACULTY DEVELOPMENT TRAINING LEVEL 1 (FDP-1)	TR-511	32
SOLDIER & FAMILY ASSIST CTR (SFAC) STAFF TRAINING	WR-101	51
SURVIVOR OUTREACH SERVICES (SOS) COURSE	WR-102	51

EMPLOYMENT READINESS PROGRAM MANAGER CERTICATION	WR-103	51
EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP) TRNG	WR-104	51
VOLUNTEER PROG - MANAGING MULTIPLE PROGRAMS	WR-105	51
FAMILY ADVOCACY PROGRAM TRAINING	WR-106	51
CHILD YOUTH AND SCHOOL SERVICES COORDINATORS	WR-107	51
CHILD YOUTH AND SCHOOL SERVICES TRAINERS	WR-108	51
ARMY FAMILY TEAM BUILDING (AFTB) LEVEL 1	WR-109	51
ARMY FAMILY TEAM BUILDING (AFTB) LEVEL 2	WR-110	51
ARMY FAMILY TEAM BUILDING (AFTB) LEVEL 3	WR-111	51
OPERATION: MILITARY KID TRAINING	WR-112	51
BOWLING MANAGERS COURSE	WR-113	51
GOLF SUPERINTENDENTS TRAINING	WR-114	51
GOLF MANAGER TRAINING SEMINAR	WR-115	51
NAF CONTRACTING LEADERSHIP FORUM	WR-116	51
NAF CONSTRUCTION AND CAPITAL PROJECTS COURSE	WR-117	51
NAF ACQUISITION MANAGEMENT COURSE	WR-118	51
MARKETING MANAGERS COURSE	WR-119	51
BOSS ANNUAL TRAINING	WR-120	51
BOSS REGIONAL TRAINING	WR-121	51
ACS, SOS, SFAC, FINANCIAL READINESS PROGRAM COURSE	WR-122	51
SFAC DIRECTOR COURSE	WR-123	51
FAMILY CHILD CARE COURSE	WR-124	51
SCHOOL AGE PROGRAMS COURSE	WR-125	51
FUNCTIONAL TECHNOLOGY SPECIALIST	WR-126	51
COACHING AND MANAGEMENT FOR CYSS SPECIALIST	WR-127	51
ARMY COMMUNITY SERVICES DIRECTORS TRAINING	WR-201	51
RELOCATION READINESS PROGRAM MANAGER TRAINING	WR-202	51

¹ Combined Arms Center, "The Human Dimension White Paper," Paper, Headquarters, Combined Arms Center, Fort Leavenworth, KS, October 9, 2014, 7.

² U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

³ U.S. Army Training and Doctrine Command, "*The Army Human Dimension Strategy*", Ft. Leavenworth, KS, June 1, 2015, ii.

⁴ U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

⁵ U.S. Army Training and Doctrine Command, "*The U.S. Army Learning Concept for 2015*", Ft. Eustis, VA, January 20, 2011, 5.

⁶ Combined Arms Center, "*The Army University White Paper*", Paper, Headquarters, Combined Arms Center, Ft Leavenworth, KS, February 25, 2015, 4.

⁷ U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

⁸ Ibid, 14.

⁹ U.S. Army Training and Doctrine Command, "*The U.S. Army Operating Concept for 2015, Win in a Complex World*", Ft. Eustis, VA, October 31, 2014.



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COLLEGE OF INSTALLATION MANAGEMENT

2015 Annual Report

inquiry, development

TRAINING AND EDUCATION

development, evaluation

analysis

implementation

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DEAN'S MESSAGE

Guided by the vision expressed in the IMCOM 2025 and Beyond Campaign Plan, the College of Installation Management (CIM) stands as the nation's leader for development of installation management professionals – a skilled workforce trained and committed to delivering extraordinary services and facilities to enable the Ready and Resilient Army.



ROBERT R. KISER
*Dean, College of
Installation Management*

A unique organization, the CIM structure unites the School of Installation Management and the School for Family and Morale, Welfare and Recreation. CIM instills a values-based culture of innovation through learning that drives continuous improvement across the enterprise. We spearhead the Command's commitment to leader development and the creation of adaptive, agile leaders.

In 2015, CIM advanced the strategic value of an educational institution focused on installation management, promoted full implementation of the Strategic Human Capital Plan and sharpened the focus on Operation Excellence customer service training.

We personally connected with thousands of installation management professionals throughout the Army. CIM conducted over 127 different classes and instructed over 38,000 Installation Management Command employees.

In 2016, we look forward to transforming CIM into the Army's primary source for the execution of installation management training common to all Army installations across all Components and Commands.

I invite you to read our Fiscal Year 2015 Annual Report as a preview of IMCOM 2025 and Beyond – **Army Strong!**

A handwritten signature in black ink that reads "R. Kiser".

ROBERT R. KISER
*Dean
College of
Installation Management*

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MISSION STATEMENT

The U.S. Army Installation Management Command delivers and integrates base support to enable readiness for a self-reliant and globally-responsive All Volunteer Army. IMCOM is the Army's home.

IMCOM has one education and training institute - The College of Installation Management (CIM) – which stands as the center of excellence for Army installation management training. CIM is committed to developing a multi-skilled, ready and resilient installation management workforce with the competencies required to successfully deliver services and quality of life programs to Soldiers, Families and Civilians located across the globe.

CIM is organized into two schools, the School of Installation Management and the School for Family and Morale, Welfare and Recreation.

COLLEGE OF INSTALLATION MANAGEMENT

Training and Education That Crosses the Globe





overview

COLLEGE OF INSTALLATION MANAGEMENT OVERVIEW

The College of Installation Management exemplifies the Army Learning Model, executing student focused, priorities driven training and education to the IMCOM installation management workforce — educating tens of thousands of installation management professionals annually.

CIM is organized into two schools, the School of Installation Management and the School for Family and Morale, Welfare and Recreation.

The School of Installation Management enables garrisons and garrison leaders to effectively carry out base operations missions through competency based training. The School provides training for appropriated fund activities and employees of IMCOM garrisons.

The School for Family and Morale, Welfare and Recreation (MWR) enables garrisons to provide quality of life programs and services by developing and sustaining the Family and MWR workforce through functionally specific training, career planning and performance support. The School for Family and Morale, Welfare and Recreation delivers training to Army non-appropriated fund employees regardless of Command. The Service Culture Program for Army Family and MWR creates and sustains a world-class customer service culture by providing direct support to garrison Family and MWR management teams.

CIM supports the commanding general's top priorities – the IMCOM 2025 and Beyond Campaign Plan; development of the professional installation management workforce; effective base operation support services; and infrastructure sustainment and revitalization. Installation management is complex and the Army must maintain a diverse, multi-skilled workforce with the competencies required to successfully deliver services, infrastructure and operational support to the Combatant Commander.

leaders

LEADERSHIP



**LIEUTENANT GENERAL
KENNETH R. DAHL**
*Commanding General, IMCOM
Assistant Chief of Staff for
Installation Management*



**BRIGIDIER GENERAL
DANIEL G. MITCHELL**
*Deputy Commanding General
Support*



ROBERT R. KISER
*Dean of the College of
Installation Management*



THOMAS R. KELLY
*Operations Chief of the CIM,
manages the day-to-day
operations of the college.*



LATOYA E. SIZER
*Director of the School of
Installation Management,
manages Installation
Management training and
education programs.*



PAMELA JONES
*Director of the School for
Family and MWR, manages
non-appropriated funds
personnel training and
education programs.*



JASON C. BELL
*Director of the School of Service
Culture, leads IMCOM's
Service Culture training and
education*

*“Transforming the delivery of
Installation Management Training and Education”*

installation

SCHOOL OF INSTALLATION MANAGEMENT

2015

Action initiated to transition to Army University

The School of Installation Management (SIM) was established in October 2014 and is already changing the landscape for the training of installation management professionals. Challenged with the task of addressing difficult and complex issues facing installation command teams and subject matter experts, the SIM is building the structure needed to develop a multi-skilled installation management workforce that will successfully deliver services to Soldiers, Families and Civilians.

The School supports IMCOM Line of Effort 1, development of a professional installation management workforce, by providing competency based training and professional development for the Soldiers and Civilians of IMCOM.



The Army University Concept

Linked with the Army University concept, in FY15 the CIM initiated action to transition to an Army educational institution focus on the development of installation management professionals.



Command Programs

School of Installation Management Command Programs include the following courses.

Pre-Command Garrison Leaders Course

The 10-day GLC prepares Garrison Commanders, Garrison Command Sergeants Major and Deputy Garrison Commanders to successfully command, lead and manage their garrisons with the highest quality services and support to Soldiers, Civilians and Families.

Senior Civilians selected as Deputy Garrison Commanders also attend. Guest speakers include General Officers, members of the Senior Executive Services and subject matter experts.

Course curriculum focuses on installation and garrison management and is facilitated by experienced garrison leaders and senior staff from IMCOM and the Office of the Assistant Chief of Staff for Installations and Management.

The GLC is conducted a minimum of four times per fiscal year, with about 24-32 students per class. A total of 478 garrison command team leaders have been trained at the academy since 2011.

Staff Officer Orientation Course

SOOC develops HQ IMCOM staff officers in all directorates to effectively perform the duties of an IMCOM staff officer.

478

Garrison command team leaders have been trained since 2011



The one-day course trains HQ staff on IMCOM's internal management processes and staff procedures. At the end of the course, staff are prepared to focus on the command battle rhythm, participate in working groups, serve as a member of an assessment board, or brief standards. They should have an understanding of the IMCOM vision, mission and organization, the Military Decision Making process, know the roles and responsibilities of different planning boards and working groups and be able to assist in preparation of an operations order.

The SOOC is conducted monthly.

Civilian Education System

For the first time, in FY15 the Civilian education System (CES) Advanced Course was offered to students on-site at the Academy. Presented via a Mobile Education Team (MET) from the Army Management Staff College, the course enabled organizations within a 50-mile radius to provide GS13-GS15 employees access to this Army Leader Development Course.

Signature Courses

Signature Courses are designed to provide garrison staff training focused specifically on their area of responsibility. Courses present new trends, identify common issues, solve technical problems and share best practices.

The centrally funded courses foster collaboration that sharpens enterprise-wide functional expertise and prepares staff for higher levels of responsibility. Some courses certify garrison experts in their field of work.

IMCOM G staff directors and special staff develop the course content for their functional area. Guest speakers include HQ IMCOM functional staff and garrison experts.

“We provide diverse, innovative learning programs to every employee, when they need it, where they need it.”



installatio SCHOOL OF INSTALLATION MANAGEMENT

FY15 Student Totals by Course

1156

Students completed classes at the SIM

97

Students completed classes by Mobile Education Team

456

Students completed SIM courses at garrisons

Students Classes conducted at the SIM:

22	Airfield Operations
69	Director of Emergency Services (DES)
16	Directorate of Human Resources
	Directorate of Plans, Training, Mobilization and Security (DPTMS)
22	Directors of Religious Education
31	DPW Basic Orientation
15	DPW Builder SMS Basic Training
26	DPW Business Analysis
27	DPW Construction Planning and Execution (JOC)
33	DPW Environmental Foundation
23	DPW Master Planning
28	DPW Work Classification
23	DPW Work Management Processes
14	DPW Work Quality Management
46	Emergency Management
30	Environmental Trends
44	Equal Employment Opportunity Officer
42	Family Life Chaplain
37	Freedom of Information Act
97	Garrison Leader Pre Command Course
47	Garrison Safety Manager
14	Internal Auditor Communications
20	Internal Auditor Contract Auditing
24	Internal Auditor Statistical Sampling
24	Internal Review Basic Auditor
30	Operations Center
66	Plans Analysis and Integration Overview Basic
41	Soldier and Family Assistance Ctr (SFAC) Staff Training
22	Staff Judge Advocate Labor Attorney
171	Staff Officer Orientation Course
27	Transition Signature Course

1156 Sub-total Classes conducted

Mobile Education Team at the SIM:

67	Civilian Education System (CES) Advanced Course
30	Manpower and Force Management
97	Sub-total METs

Classes Conducted at Garrisons:

40	Command Financial NCO Program
29	Command Financial NCO Refresher
29	DPW Basic Orientation
26	DPW Business Analysis
26	DPW Business Operations and Integration
27	DPW Construction Planning and Execution (JOC)
27	DPW Engineering
52	DPW Master Planning
85	DPW Work Classification
24	IMCOM Knowledge Management Representative
91	Plans Analysis and Integration Overview Basic

456 Sub-total at Garrisons

1709 TOTAL FY15 Completions

GARRISON LEADERS' FEEDBACK

“The course was enlightening and well worth the trip.
Course is AWESOME; I have a lot of takeaways.
Overall great course: I am happy I attended.”

“GREAT INSIGHT from those who have done the job.”

“The resources provided were phenomenal. The collaboration
with other garrison leaders is priceless.”

“Really helped me connect the dots
on how things run on the installation.”



SCHOOL FOR FAMILY AND MORALE, WELFARE AND RECREATION

23

Courses receive college credit

The School for Family and MWR was established in 1987. Its mission is to enable garrisons to provide quality of life programs and services by developing and sustaining the Family and MWR workforce through functionally specific training, career planning and performance support.

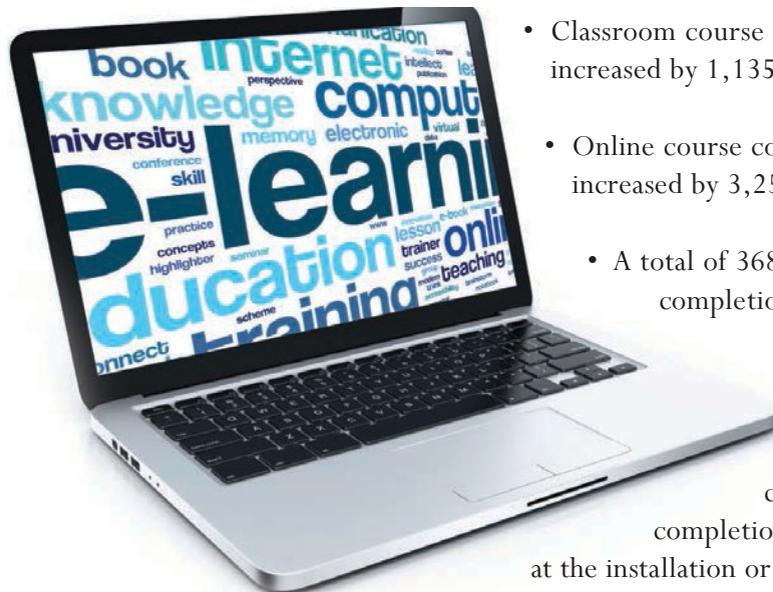
In addition to residential courses conducted at CIM, the School provides virtual, online, and blended instruction and performance support to Family and MWR employees worldwide.

The School's Learning Management System (LMS) is a critical element in providing registration, course completions, reporting and online courses to the Family and MWR workforce. Sustainment of the new generation Meridian Global (MG) Learning Management System (LMS) continues to require additional customizations necessary for customer ease of use. Being behind the Army firewall provides a challenge to the rapid deployment of new customizations and improvements. As of the third quarter, FY15, 90% of Family and MWR employees were registered at www.imcomacademy.com.

90%

Family and MWR employees registered at imcomacademy.com

In FY15, the number of courses completed by Family and MWR personnel was 35,881, a 12% increase from FY14.



- Classroom course completions increased by 1,135.
- Online course completions increased by 3,255.
- A total of 368 virtual course completions.

239,390

Family and MWR course completions

In FY15, of the 35,881 classroom course completions, 50% were delivered at the installation or off-site, 2% were delivered from the college, and 48% were through online instruction.



Quality Assurance

In FY15, the School for Family and MWR met requirements for the United States Army Training and Doctrine Command which crosses doctrine, organization, training, material, leadership and education, personnel, and facilities domains to merit a “Full Accreditation” rating.

Twenty-three active courses receive college credit recommendations from the American Council on Education (ACE) and graduates are increasingly transferring the credits to colleges and universities to receive college credits. The School is an accredited provider by the International Association for Continuing Education and Training (IACET). As a result, the School is authorized to offer IACET Continuing Education Units (CEUs) for courses that qualify. Since the School was established, there have been over 239,000 course completions in various Family and MWR program areas.

Service Culture Program

An enterprise Customer Service Program for Army Family and MWR creates and sustains a world-class customer service culture. During FY15, a team of 19 Service Culture professionals made a significant impact, providing direct support to 64 garrisons. Highlighting it’s importance to the Command, the program will become the School of Service Culture.

Operation Excellence (OPEX) customer service training endured as an essential part of on-boarding for new staff, setting the standard and foundation of success for world-class customer service delivery. Options for OPEX completion include online self-paced OPEX and residential classroom OPEX training taught at garrisons. Eighty- two percent of the current Family and MWR workforce is trained in OPEX Customer Service. Mandatory annual OPEX refresher training was replaced with a variety of smaller targeted training topics that meet the individual needs of learners and facilities.

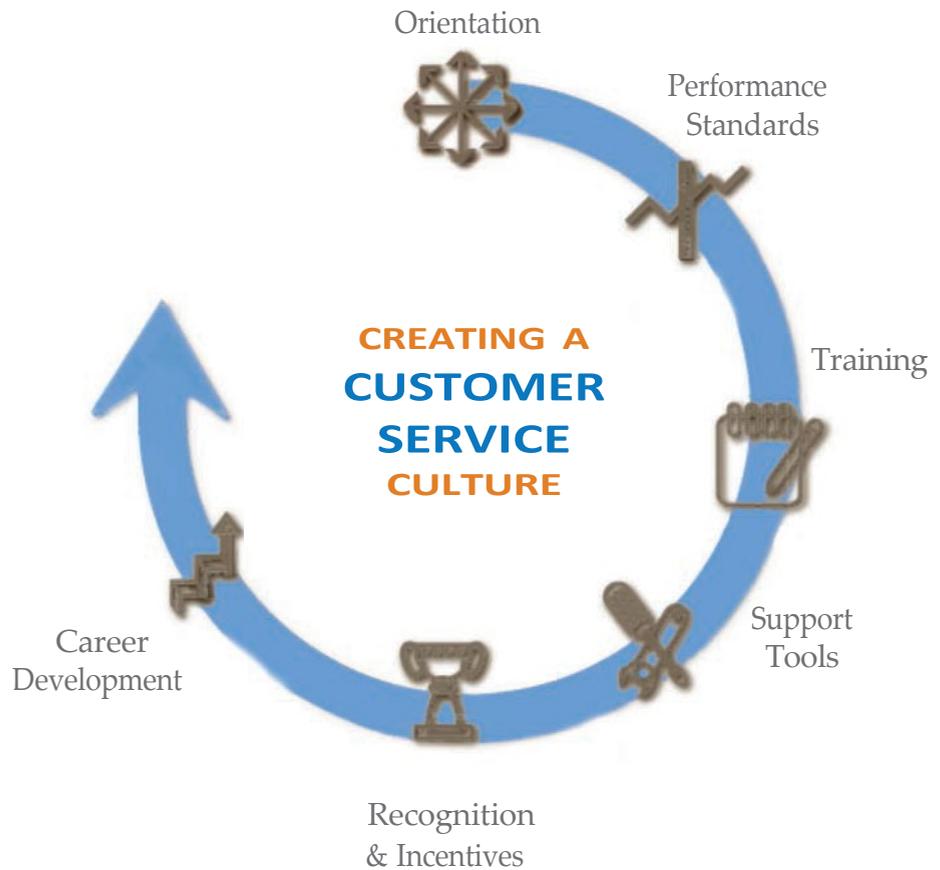
“We provide diverse, innovative learning programs to every employee, when they need it, where they need it.”

17

Service Culture professionals at garrisons

35,881

Course completions in FY15



A continued key element of transformation has been shifting primary focus to managers, as it is their responsibility as inspired leaders to sustain a positive service culture. This service focus includes:

- **Facility Outreach** - Helped at the tip-of-the-spear where customer service occurs, observing customers and service providers for service assessment, and providing onsite consulting and coaching support to managers on service delivery and employee development.
- **Customer Service Performance Standards** - Provided coaching to management on how to create and coach team-members on observable standards and characteristics of world class customer service.
- **Manager Professional Development** - Presented annual “Sustaining the Employee and Customer Covenant” Workshops onsite to over 2,000 managers, helping them improve their communication and leadership competencies, and to promote a learning culture where team-members can thrive in their jobs. Supported managers in professional development, and in accessing and completing Family and MWR Foundational Training and Program Management courses.

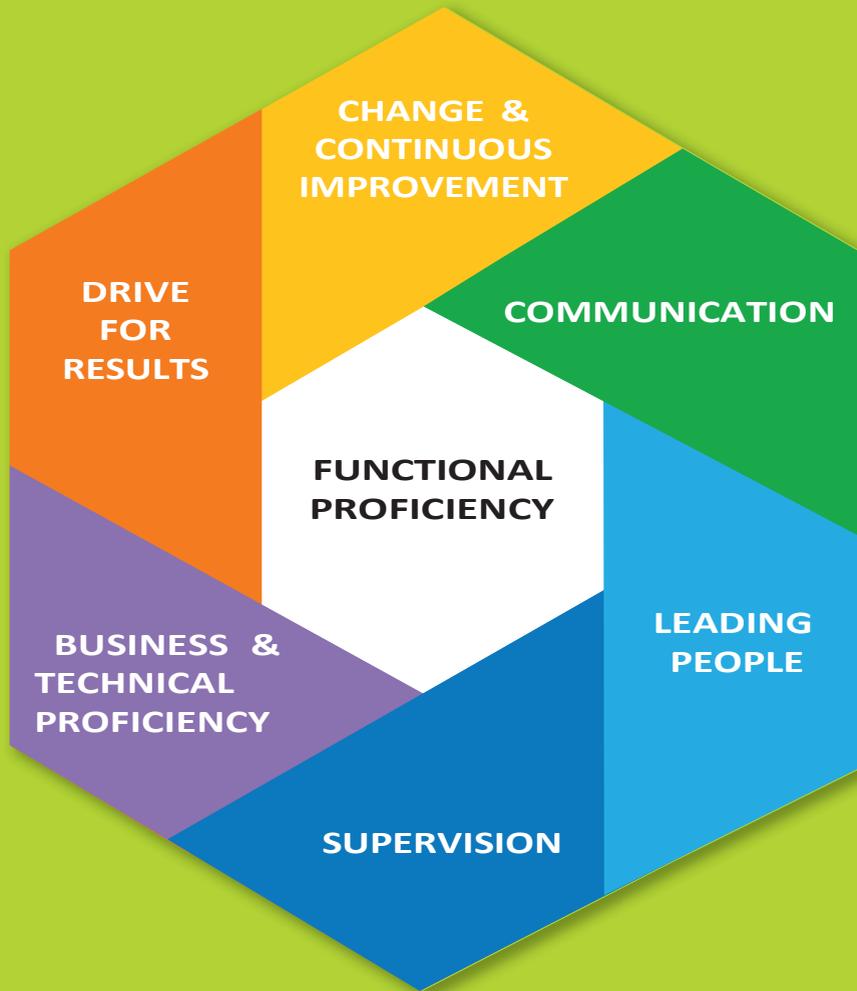


SCHOOL FOR FAMILY AND MORALE, WELFARE AND RECREATION

FY15 Student Completions by Course

Students	Residential:		Online:
13	CSPC Annual Training	77	Army FCC Online (3 courses)
432	Exemplary Workforce Development Training	981	Applied Financial Planning Army (4 Courses)
42	Exec Leadership & Mgmt for Division Chiefs	86	Applied Financial Planning MCCS (4 Courses)
2801	Family and MWR Team Member Orientation	480	BOSS
16	Leadership and Management NSS Chiefs	37	Bowling Basics
77	Coaching and Mgmt for CYSS Training Spc	81	Commercial Sponsorship
2686	Operation Excellence Customer Service	1044	CYSS Accountability and Supervision
9705	Customer Service Frontline Refresher	119	CYSS Mobilization and Contingency
22	PDP Training	1306	CYSS Reducing the Risk of Child Abuse
42	Programming and Special Events Management	105	Family and MWR Budgeting and APF Support
2256	FY15 Sustaining Emp/Cust Cov Mgrs Wrkshp	145	Family and MWR Budgeting in the NAF System
18,092	Sub-total Residential	2157	Food and Beverage Management Overview
	Virtual/Blended:		Food Sanitation Refresher
9	Business Plan Development	45	Introduction to Family and MWR Delivery System
45	Introduction to the Virtual Classroom	329	IMETS User Training
13	Implementing the FMWR Delivery System	68	Managing Workplace Conflict (Part I)
22	Leading Teams	125	Marketing Plans—Short Version
27	Managing Workplace Conflict (Parts 2-4)	180	Marketing and Event Planning
11	Marketing for Managers	753	Marketing Plan Assignment
	(Blended parts I & II)		Family and MWR Basic Management Course
45	MBTI and Temperament for Division Chiefs	4505	Family and MWR Orientation Course
36	NAF Financial Management	269	NAF Contracting, Basic
22	NAF Personnel Management	3992	Operation Excellence Customer Service Training
38	NAF Internal Controls	7	School Liaison Support Services (2 courses)
22	Operation Excellence	234	ServSafe Sanitation/Alcohol (4 courses)
18	Procurement for NAF Program Managers	106	Space Census (4 Courses)
52	Situational Leadership	33	Sports Curriculum (4 Courses)
8	Three Signs of a Miserable Job	17,421	Sub-total Online
368	Sub-total Virtual/Blended	35,881	TOTAL FY15 Completions

“ We are the
“face” of the Army’s
commitment to
Soldiers and Families
and will set the
standard for caring
and service.”



**COMPETENCIES MODEL OF THE
COLLEGE OF INSTALLATION MANAGEMENT**

educates

IN TRAINS AND EDUCATES IN IMCOM COMPETENCIES

INSTALLATION SUPPORT

- Human Resources
- Information Management
- Resources Management
- Plans, Training, Mobilization
- Security
- Logistics
- Public Affairs
- Safety
- Legal
- Inspector General
- Equal Employment Opportunity
- Internal Review

FAMILY AND MORALE, WELFARE AND RECREATION PROGRAMS

- Family and Morale, Welfare and Recreation
- Armed Forces Recreation Center
- Child, Youth and School Services
- Army Community Services
- Community Recreation
- Business Programs
- NAF Support Services

FACILITY SERVICES

- Public Works
- Real Property
- Ranges and Training Facilities

ENVIRONMENTAL/ SUSTAINABILITY SERVICES

- Stewardship of Natural Resources
- Environmental Programs

way

ahead
WAY AHEAD

The College of Installation Management will nest itself within the Army University system, receive full accreditation, be recognized as “The Army Center of Excellence for Installation Management Training,” evolving into the primary source for common installation management training.



“ *Developing leaders
in the Art and Science
of Successful
Installation Management.* ”

**U.S. ARMY INSTALLATION MANAGEMENT COMMAND
COLLEGE OF INSTALLATION MANAGEMENT**

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¹ Combined Arms Center, "The Human Dimension White Paper," Paper, Headquarters, Combined Arms Center, Fort Leavenworth, KS, October 9, 2014, 7.

² U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

³ U.S. Army Training and Doctrine Command, "*The Army Human Dimension Strategy*", Ft. Leavenworth, KS, June 1, 2015, ii.

⁴ U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

⁵ U.S. Army Training and Doctrine Command, "*The U.S. Army Learning Concept for 2015*", Ft. Eustis, VA, January 20, 2011, 5.

⁶ Combined Arms Center, "*The Army University White Paper*", Paper, Headquarters, Combined Arms Center, Ft Leavenworth, KS, February 25, 2015, 4.

⁷ U.S. Army Installation Management Command, "IMCOM 2025 and Beyond", Paper, Headquarters IMCOM, Ft. Sam Houston, TX, November, 2014, 13.

⁸ Ibid, 14.

⁹ U.S. Army Training and Doctrine Command, "*The U.S. Army Operating Concept for 2015, Win in a Complex World*", Ft. Eustis, VA, October 31, 2014.



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