

UCCS Military Transfer Credit Proposal

Spring 2014

Proposal Abstract

In the past four years the veteran student population at UCCS has almost doubled, and the Department of Veterans Affairs predicts that the number of students who will utilize VA education benefits will continue to rise dramatically over the next three to five years. Estimates from the US DOD show that over one and a half million service members will be leaving the service in the next 5 years. Because of the rapidly growing student veteran population, it is important for UCCS to consider a holistic student services model for veteran enrollment. One important consideration is how transfer credits are awarded for military service and training. This proposal will present a standardized process for awarding or waiving academic credit for military service/training. This proposal attempts to recognize the training and service experiences of our veteran students, while remaining consistent with high academic standards in place at UCCS. UCCS has one of the largest military populations in the country, ranking in the top 2% of colleges and universities nation-wide in pure numbers of military students. Currently over 13% of enrolled students are affiliated with the military in one way or another. This trend is likely to continue rising, given the projected reduction of U.S. military forces.

The purpose of this document is to:

- Create a comprehensive transfer credit package for veteran and military service members using a thorough, accurate, competitive, and fair credit review process
- Improve transparency, satisfaction, and communications surrounding military credit transfer
- Gather feedback from faculty leaders on the process of redesigning military credit transfer processing at UCCS
- Maintain and improve reputation among military members and veterans
- Increase enrollment prospects without compromising academic quality and learning outcomes

I. VETERAN AND MILITARY CONTEXT AT UCCS

Traditionally, UCCS has not distinguished military service members or veterans from non-veteran students when reviewing and awarding transfer credit. The existing process allows room for inconsistency in the credits awarded and a level of dissatisfaction from students regarding their training, expertise, and service. These concerns and complaints, though far from universal, are real and credit transfer has an impact on students' perception of UCCS' commitment and care for our student veterans and potentially impacts their time-to-degree. A more comprehensive credit for experience model will help qualified students progress through their degree programs and allow them to maximize the use of their earned VA education benefits. In the past, a few students with concerns over their training and service records could be accommodated in a one-on-one basis, but increasing numbers of students with concerns is creating a gap for students to fall through.

This Military Transfer Credit Proposal is designed to accurately reflect the academic content that military and veteran students receive in their military instruction, including, but not limited to, basic training, noncommissioned and staff noncommissioned officers courses, leadership training classes, multicultural experiences, international deployments, military language institutes, military equal opportunity program (EOP) and other instructional experiences. For a vast majority of military training, a passing grade in military credit for classroom instruction or training exercises represents a minimum score of 80% proficiency.

This proposal is based in part on recommendations of the American Council on Education (ACE) for universal instruction received by each branch of the armed services for basic training, leadership, and noncommissioned officers instructional courses. In addition to ACE recommendations, this proposal draws upon a similar process approved by the faculty policy council and administrative leaders at CU Denver in 2012, beginning a series of new procedures for awarding credit for military service. This proposal is similar in many ways to the CU Denver model.

For more information about military training, military ranks, terms of services and definitions please refer to the Appendices of this proposal.¹

¹*Air Force military training information is not in the Appendices as their equivalent trainings are represented on the Community College of the Air Force (CCAF) transcript. The CCAF transcript is treated the same as a transcript from a regionally accredited career/technical school so ACE does not review those courses.*

II. TRANSFER CREDIT PROPOSAL

Rather than a course-by-course evaluation of military transfer credits, this proposal seeks to grant veterans a package that consists of applicable Compass Curriculum credit, General Elective credits and certain requirement waivers. Course credit will be based on a matrix of ACE recommendations that fall within the acceptable academic areas outlined in the proposal below. Requirement waivers will be granted based on universal military training programs, possible overseas deployment, and/or participation in the DOD Defense Language Institute as outlined in the proposal below. All training will be verified with the Joint Services Transcript¹ that transcripts all relevant training programs and with additional service and training records.

The American Council on Education reviews many military training programs for applicable college-level credit. ACE Reviews are performed by faculty from regionally accredited colleges and universities across the country. Course equivalency recommendations are based on the review process and break-down each training into recommended academic, career and technical college level credit. For the purposes of this proposal only those trainings that carry an academic designation will receive consideration for credit, similar to the review process for transfer courses coming from two-year schools.

ELIGIBILITY

Within the guidelines of this proposal, veteran students must meet the following criteria to be awarded transfer credit:

1. Admission to a undergraduate degree program at UCCS
2. Be a veteran² with an honorable discharge, an active duty service member, or a member of the Reserves/National Guard who has completed required trainings
3. Provide official military records and the Joint Services Transcript (JST)¹ presented to the Office of Veteran and Military Student Affairs
4. Eligible students will only be students that enroll after the policy has been approved. It is proposed that this be a forward policy versus retroactively awarding credit – although a petition process can be put into place for the first one to two semesters of implementation.

¹Air Force service members will submit alternate training documents as the Air Force does not participate in the Joint Services Transcript.

²Veteran's status is defined as any individual who completed at least one term of service with an honorable discharge or has served at least two years, but was medically discharged for a service connected medical condition. The veteran student must have successfully completed the required courses of instruction, including but not limited to, basic training, leadership classes, and noncommissioned or staff non-commissioned officers academies.

PROPOSED TRANSFER CREDIT COMPONENTS

This proposal consists of three categories of transfer credit; 1) Compass Curriculum credits, 2) Waiver of Admission/Degree Requirements, and 3) Elective Credits. The maximum amount of credit awarded to an individual student would be 18 credit hours.

1. **Compass Curriculum Credits:** This component includes the potential for transfer of six credit hours; consisting of zero to three credits for humanities, and zero to three credits for social sciences. Credit will be granted for these two areas based on completed training as demonstrated on the JST and will follow ACE recommended guidelines for granting academic credits. Appropriate credit for Humanities and Social Sciences will only be granted for trainings that carry ACE recommendations for academic areas that fall within those two areas. No direct equivalencies will be granted for the specific training, only generic Humanities (HUM 1999TC) or generic Social Science (SSE 1999TC) course equivalencies will be granted. If awarded the full three credit hours, these courses will count towards the Compass Curriculum as noted below. If not awarded the full three credit hours, the courses can count towards general elective credit in a student's degree program if available. Transfer credit awarded does not necessarily apply to academic program requirements, and any credits awarded by UCCS may not necessarily be carried on to gaining institutions.

0-3 Credits – Generic Social Science (SSE 1999TC)

Credits awarded for this area will be based on training with regards to areas such as economics, communication theory, human geography, leadership studies, political science, psychology, and sociology up to three credit hours. If awarded the full three hours, students will be able to apply this course to the Compass Curriculum Explore – Society, Social and Economic Institutions, Health and Human Behavior requirement.

0-3 Credits – Generic Humanities (HUM 1999TC)

Credits awarded for this area will be based on training with regards to areas such as foreign culture studies, history, and philosophy up to three credit hours. If awarded the full three hours, students will be able to apply this course to the Compass Curriculum Explore – Arts, Humanities and Cultures requirement.

2. **Waiver of Admission/Degree Requirements:**

Admission Waiver – Foreign Language: For those veterans who have successfully completed training at the DOD Defense Language Institute for six months or more will receive a waiver of the foreign language MAPS admissions requirement. This practice has occurred previously at UCCS.

Course Waiver - Inclusiveness

This experiential piece is based on universal military instruction and training with regards to the Military Equal Opportunity Program which is a rigorous and continual training program that is reinforced with additional follow-up training during the duration of service, typically completed quarterly. Each quarter represents approximately six hours of training on issues of diversity and inclusiveness. Students will only be granted the waiver if they served a full four-year term of service. The four-year term of service represents more than the required 20 contact hours of training to meet the requirement. No academic credit will be granted for this training as the training is not transcribed on the JST, but is required of all service members.

3. **Elective Credit:** Elective credit (6 - 12 credit hours) is based on a veteran's time in service and rank at the time of separation from active duty as well as any additional training completed during service. Students with four years (one enlistment) of service or rank of E4 (Corporal) and below will be granted six hours of elective credits based on required training for all military service members of this rank as recommended by the American Council on Education (ACE). This elective credit is based on similar elective credit awarded undergraduate students in a Reserve Officer Training Corps (ROTC) program. Additional elective credit may be earned for training beyond the basic training based on ACE recommendations and only in areas considered to be academic, rather than career/technical/vocational, in nature. These elective credits would only be applicable if a student's given degree plan has sufficient room for them, and they will be subject to the academic policies of each individual college/school.

6 Credits - E4 and Below/One Term

6 Credits of generic lower division elective credit (XFCR 1999TC) based on universal basic training, leadership courses, and NCO Academies (see Appendices for details) which are standard and/or transcribed on the JST.

0-6 Credits – Additional Training

0-6 Credits of generic elective credit (XFCR 1999TC or XFCR 4999TC) based on training with regards to areas such as organizational development, biology, military science, physical education, management, etc.

In summary, an eligible veteran student entering UCCS will be eligible for zero to 18 credit hours and/or waiver of requirements depending primarily on their completed training. Applicability of transfer credit to graduation requirements will vary depending on college/school and major.

PROPOSED IMPLEMENTATION

1. To receive veteran's transfer credit, applicants with military experience must submit all required military records to the UCCS Office of Veteran & Military Student Affairs (OVMSA), including the Joint Services Transcript, for verification.
2. After an evaluation is complete, the OVMSA will provide a standard form to the Office of Admissions, the Degree Audit and Transfer Credit Unit, and to the student's college advisor detailing the specific transfer credit and waivers. Awarded transfer credit will be placed on the student's official transcript.
3. Application of academic credit and/or waivers to the students' degree program will be based on campus policies approved by the EPUS faculty council. Application of above credits and waivers to graduation requirements for the major/minor will be based on academic policies of each school/college.

APPENDICIES

APPENDIX A: Military Terms/Definitions

When considering transfer credit, it is important to understand military ranks, common training definitions/expectations, and how terms of service relate to training experiences.

MILITARY RANKS:

An enlisted rank (or more correctly, enlisted grades or rates) in the Military of the United States is any rank below a commissioned officer or warrant officer. The term can also be inclusive of noncommissioned officers. In most cases, enlisted service personnel do not possess college degrees before service and perform jobs specific to their own occupational specialty, as opposed to the more general command responsibilities of commissioned officers.

First Term:

Enlisted 1 - Enlisted 3 (E1-E3) = Junior Enlisted

Enlisted 4 (E4) = Junior Noncommissioned Officer (Corporal/Specialist)

Second Term:

Enlisted 5 (E5) = Noncommissioned Officer (Sergeant)

Enlisted 6 - Enlisted 9 (E6-E9) = Senior (Staff) Noncommissioned Officer

Noncommissioned Officer = the primary and most visible leaders for most military personnel. Additionally, they are the leaders primarily responsible for executing a military organization's mission and for training military personnel so they are prepared to execute their missions. NCO training and education typically includes leadership and management as well as service-specific and combat training.

Senior (Staff) Noncommissioned Officers = Senior NCOs are considered the primary link between enlisted personnel and the commissioned officers in a military organization. Their advice and guidance is particularly important for junior officers, who begin their careers in a position of authority but generally lack practical experience.

MILITARY INSTRUCTION/COURSES:

Basic Training:

Also known as Initial Entry Training, Recruit Training or Boot Camp, is the initial indoctrination and instruction given to each new enlisted military personnel. It gives service members the basic physical, mental and emotional tools necessary to perform

the roles that will be asked of them for the duration of their tour. Instruction includes physical and academic in practicum and classroom settings.

Leadership Courses:

Military Leadership Courses are courses each service member must begin upon their release from basic training, usually beginning at the E3 rank. These classes focus on core leader competencies which are related leader behaviors that lead to successful performance, are common throughout the organizations and are consistent with organizational mission and values. Core leader competencies support the executive core competencies that civilian leaders are expected to master as they advance in their careers.

Noncommissioned Officer (NCO) Academies:

The goals of NCO Academies are to educate junior and senior enlisted leaders by effectively delivering professional education designed to enhance the knowledge, skill and ability and reinforce a service member's ethos. Provide current, effective, and appropriate leadership and management education and training to meet current and foreseeable requirements of ever changing AF and DoD missions.

TERMS OF SERVICE

The basic and standard active duty term of service throughout the United States Military is currently four years. In the first four year term, the average service member achieves a rank of enlisted 4 (E4) or Corporal/Specialist, which is considered a Junior Noncommissioned Officer rate.

APPENDIX B:

ACE ACADEMIC HIGHLIGHTS FOR MILITARY TRAINING AND EXPERIENCE

The purpose of the following information is to present a service-wide training summary for members of the armed services.¹

BASIC ENTRY TRAINING

United States Marine Corps Recruit Training (Basic Training)

ACE Identifier: MC-2204-0088

Exhibit Dates: 10/00–Present (CURRENT)

Length: *Version 1:* 11–14 weeks (459–496 hours).

Academically Relevant Learning Outcome: Upon completion of the course, the male and female graduate recruit will demonstrate knowledge of the code of military conduct, laws of war, history of the U.S. Marine Corps.

Instruction: Lectures, demonstrations, performance experiences and written exams. Topics include code of military conduct and laws of war, military history and traditions. A minimum of 70% is required to pass and graduate training.

ACE Credit Recommendation: 2 in basic military science and history.

United States Army Initial Entry Training (Basic Training)

ACE Identifier: AR-2201-0399

Exhibit Dates: 10/05–Present (CURRENT)

Length: 8–9 weeks (370–629 hours).

Academically Relevant Learning Outcome: Upon completion of the course, the recruit will be able to demonstrate general knowledge of military history, organization and culture

Instruction: Instruction includes lectures, demonstrations, and performance exercises in basic military culture/subjects. Also included are audio-visual materials, practical, classroom exercises and written examinations.

ACE Credit Recommendation: 2 in military science.

United States Army Basic Infantryman Training (Advanced Initial Training)

ACE Identifier: AR-2201-0552

Exhibit Dates: 7/03–Present (CURRENT)

Length: 13–14 weeks (751–959 hours)

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Instruction: Instruction includes lectures, demonstrations, and performance exercises in basic military culture/subjects. Also included are audio-visual materials, practical, classroom exercises and written examinations.

Academically Relevant Learning Outcome: Upon completion of the course, the student will be able to demonstrate skills and knowledge in leadership, military science and ethics.

ACE Credit Recommendation: 3 semester hours in military science, 1 in ethics

United States Navy Recruit Training

ACE Identifier: NV-2202-0165

Exhibit Dates: 8/02–Present (CURRENT)

Length: 8–10 weeks (367–480 hours).

Academically Relevant Learning Outcome: Upon completion of the course, the recruit will demonstrate knowledge of general military and Navy protocol and law.

ACE Credit Recommendation: 2 in basic military science and history.

United States Air Force Basic Military Training

ACE Identifier: AF-1704-0270

Exhibit Dates: 5/08–Present (CURRENT)

Length: 8 Weeks

Instruction: Training will include classroom instruction with some application, covering a variety of subjects and followed by a written exam in order to progress in training.

Academically Relevant Learning Outcome: Law of Armed Conflict, Human Relations, Public Relations and Media, Basic Leadership, Introduction to Military Law and the Code of Conduct, Financial Management and Joint Ethics.

United States Coast Guard Recruit Training

ACE Identifier: CG-2205-0035

Exhibit Dates: 6/09–Present (CURRENT)

Length: 8–9 weeks (321 hours-345 hours).

Academically Relevant Learning Outcome: Upon completion of the course, the graduated recruit will demonstrate knowledge of general military and Coast Guard protocol, military justice and codes of conduct, Coast Guard and Military history, communication, administration and personal finances; leadership and supervision, and public affairs.

Instruction: Instruction includes audiovisual material, practical and classroom exercises, discussion, demonstrations, lecture, and exams.

ACE Credit Recommendation: 3 in military science/history.

LEADERSHIP COURSES

United State Marine Corps Noncommissioned Officers (NCO) Program (Initial Training)

ACE Identifier: MC-1405-0051

Exhibit Dates: 2/00–Present (CURRENT)

Length: 2 weeks (79 hours).

Academically Relevant Learning Outcome: Upon completion of the course, the student will be able to demonstrate leadership skills in a variety of situations.

Instruction: Topics include military studies, planning, strategy, and leadership

ACE Credit Recommendation: 3 semester hours in military science and 3 in basic management.

United States Marine Corps Noncommissioned Officers (Academy)

ACE Identifier: MC-2204-0127

Exhibit Dates: 6/06–Present (CURRENT)

Length: 84 hours

Academically Relevant Learning Outcome: Upon completion of the course, the student will be able to demonstrate basic knowledge in English grammar and composition including punctuation, capitalization, spelling, phrases, clauses, parts of speech, sentence structure, composition writing, leadership, chains of command, audits, wills, power of attorney, budgeting, financial goals and plans, proficiency and standards of conduct, performance evaluations and fitness reports, instruction techniques, oral communication, managing a Marine Corp Institute training program, non-judicial punishment, the law of the land warfare, history and contributions of Marine noncommissioned officers. The student will be able to act as a small group leader, perform instructional class presentations, counsel and administer personnel, communicate orally and in writing, understand and communicate marine history and traditions, demonstrate basic knowledge in English grammar and composition, leadership, military studies.

Instruction: Topics covered in this course include English grammar and composition including punctuation, capitalization, spelling, phrases, clauses, parts of speech, sentence structure, composition writing, leadership, chains of command, audits, wills, power of attorney, budgeting, financial goals and plans, proficiency and standards of conduct, performance evaluations and fitness reports, instruction techniques, oral communication, managing a training program, non-judicial punishment, the law of the land warfare, history and contributions of Marine noncommissioned officers. Required knowledge includes military tactics and organization, general leadership, military justice, communications, health and physical fitness, and force protections. Also

included are new materials in the area of counseling. Classes consist of lectures, demonstrations, student presentations, field work, research reference, guided discussions, evaluations cover military leadership, training, unit level tactics, and new materials in the areas of counseling. Course is presented with audiovisual materials, lectures, demonstrations, student presentations, fieldwork, research reference, and guided discussions. The course is assessed with a written proctored examination at the end, with a designated minimum passing score of 65% to pass and complete the course.

ACE Credit Recommendation: 5 semester hours in military studies, military history or military science, 3 in English, and 3 in management, 3 in leadership.

United States Army Noncommissioned Officer Common Core

ACE Identifier: AR-1404-0035

Exhibit Dates: 10/01–Present (CURRENT)

Length: 2 weeks (79 hours).

Academically Relevant Learning Outcome: Upon completion of the course the student will be able to provide mid-level supervision and leadership in units of up to 400 persons. Topics include development of mid-level skills in leadership and training and motivating personnel, building morale, supervising, using effective written and oral communications, using appropriate listening skills, and managing logistics and material.

Instruction: Lectures and practical exercises, demonstrations, performance exercises and written. Basic core include written and oral communication, management principles, unit training, and combat survival.

ACE Credit Recommendation: In the lower-division baccalaureate category, 1 semester hour in technical communication, 1 in oral communications, 1 in leadership, 2 in military science/history, and 1 in introduction to personnel management. In the upper-division baccalaureate category, 3 semester hours in management principles, 1 in educational administration, 1 in communications fundamentals.

United States Army - Total Army Training System Primary Leadership Development

ACE Identifier: AR-2201-0253

Exhibit Dates: 2/01–Present (CURRENT)

Length: 4 weeks (308 hours)

Academically Relevant Learning Outcome: Upon completion of the course, the student will be able to lead and train subordinates and develop effective teamwork within respective units. Graduates will have enhanced skills in counseling, communications, decision making, training, and overall leadership ability. Emphasis is placed on the unit environment.

Instruction: Lectures, practical exercises and written exams covering leadership; communication; resource management; training management; and professional skills, including introduction to leadership, principles of leadership, human behavior, character of leaders, ethics, problem solving, leadership styles, principles of motivation, counseling, and responsibility of authority. Emphasis is on teaching to teach and to lead soldiers who will work and fight under the student's leadership. This course includes introductory material on personal leadership, communication, resource management, and training management. The leadership block includes material on leader characteristics, ethics, problem solving, styles of leadership, human motivation, personal counseling, and the exercise of authority.

ACE Credit Recommendation: In the lower-division baccalaureate/associate degree category, 3 semester hours in personnel management, 2 semester hours in principles of supervision and 3 in military science.

United States Army Infantry Leadership Development

ACE Identifier: AF-2203-0009

Exhibit Dates: 1/73–Present (CURRENT)

Length: 9 weeks (227–244 hours)

Academically Relevant Learning Outcome: To prepare noncommissioned officers for expanded leadership and management roles by broadening their perspective of the military profession and its place in domestic and international affairs.

Instruction: Seminars, lectures, directed individual study and written examinations in communications, world affairs, leadership, and management. The communications phase includes both written and oral exercises in writing, speaking, and reasoning skills. The military environment phase provides knowledge of the US role in international affairs, including a comparison of major political and economic systems. The management phase treats principles and functions of management, emphasizing the planning, programming, and budgeting aspects. Significant study is devoted to increasing understanding of personnel systems and effective human resource management, with emphasis on current behavioral-science concepts. Student-centered instructional techniques include role playing, video-assisted instruction, programmed learning, and panel presentations. A 70% is required to pass all phases and complete course.

ACE Credit Recommendation: In the upper-division baccalaureate category, 3 semester hours in contemporary world affairs and 4 in management and human relations.

United States Navy Enlisted Academy

ACE Identifier: NV-2202-0175

Exhibit Dates: 8/09–Present (CURRENT)

Length: 7 weeks-9 weeks (246-360 hours)

Academically Relevant Learning Outcome: Upon completion of the course, the student will be able to perform leadership and management responsibilities in the areas of communication skills, leadership and management, national security affairs, and program and policies. The student will be able to analyze effective styles, management skills, group dynamics and perform senior management levels of responsibilities for the organization; apply interpersonal and written communication skills to formal and informal presentations; resolve organizational conflicts and provide leadership in decision making; have a broad knowledge of military affairs, national security issues, and common and force structure. Upon completion of the course, the student will be able to apply

interpersonal and written communication skills to formal and informal communications; apply effective leadership and management techniques; identify factors influencing current international relations, elements of domestic and foreign policy, and employment of military forces in achieving national goals; and apply Navy policies and programs to leadership responsibilities.

Instruction: Lectures, seminars, practical exercises, written exams that will cover the areas of leadership and management, including group dynamics, motivation, and managerial theories; communication skills, including writing exercises and oral presentations; national security affairs including the role of the US military in the world today; and Navy programs, including programming, budgeting, and planning. Also employs audiovisual materials, practical exercises, discussion, case studies, learner presentations, classroom exercises, and lecture. General course topics include leadership and management; group dynamics; communication skills; effective writing; oral presentations; interpersonal and verbal skills; listening techniques; complex problem solving techniques; ethical principles in leadership; decision making theory and application; U.S. Military's role in America's National Security Institutions to meet 21st century challenges. General course

topics include active listening, organizational decision making, managing and leading change, leadership, human behavior and the organization, group dynamics, discipline, facilitation of groups, military justice, mentorship, pride and professionalism, extemporaneous speaking, organizational communications, values and ethics, diversity as a strategic imperative, feedback skills, war-gaming, and operational law.

Related Competencies:

Business communications topics include elements of spelling and diction; interpersonal and written communication skills; mechanics, structure, punctuation and grammar; originality, substance, content and clarity; paragraph development; and proper format and writing standards (APA style).

Organizational behavior topics include concept of behavior, constructive discipline, empowerment, expectancy theory, motivational theory, and use of power and authority.

Leadership topics include ethical decision making, leader performance, leadership development, leadership style (relationship vs. task behavior), motivation and morale, and situational leadership.

International relations topics include domestic policy, factors influencing current relations, foreign policy, joint military forces employment, law of armed conflict, law of the sea, and policy.

Business communications topics include elements of spelling and diction; interpersonal and written communication skills; mechanics, structure, punctuation and grammar; originality, substance, content and clarity; paragraph development; and proper format and writing standards (APA style).

Oral communications topics include extemporaneous speaking, oral presentations, presentation skills, verbal support aids, and visual support aids.

Organizational behavior topics include concept of behavior, constructive discipline, decision-making, expectancy theory, motivational theory, and use of power and authority.

Leadership topics include leader performance, leadership development, leadership style (relationship vs. task behavior), mentoring, motivation and morale, and situational leadership.

Human relations topics include discipline, diversity, laws and regulations, military justice, pride, professionalism, and values and ethics.

ACE Credit Recommendation: In the lower-division baccalaureate/associate degree category, 3 semester hours in organizational behavior, 3 in leadership, 3 in human relations, 3 semester hours in business communications and 3 in oral communications. In the upper-division baccalaureate category, 3 semester hours in human relations, 3 in organization theory, 3 in decision making and problem solving, 3 in international relations, and 3 in organization development.

United States Navy Advanced Leadership Development Program

ACE Identifier: NV-1717-0028

Exhibit Dates: 6/96–Present (CURRENT)

Length: 2 weeks (62–78 hours).

Academically Relevant Learning Outcome: Upon completion of the course the student will be able to provide mid-level supervision and leadership in units of up to 400 persons. Topics include development of mid-level skills in leadership and training and motivating personnel, building morale, supervising, using effective written and oral communications, using appropriate listening skills, and managing logistics and material.

Instruction: Lectures and practical exercises, demonstrations, performance exercises and written exams. Basic core include written and oral communication, management principles, unit training, and combat survival.

ACE Credit Recommendation: In the lower-division baccalaureate/associate degree category, 2 semester hours in personnel supervision or 1 in leadership and 1 in business communications.