

Appendix B

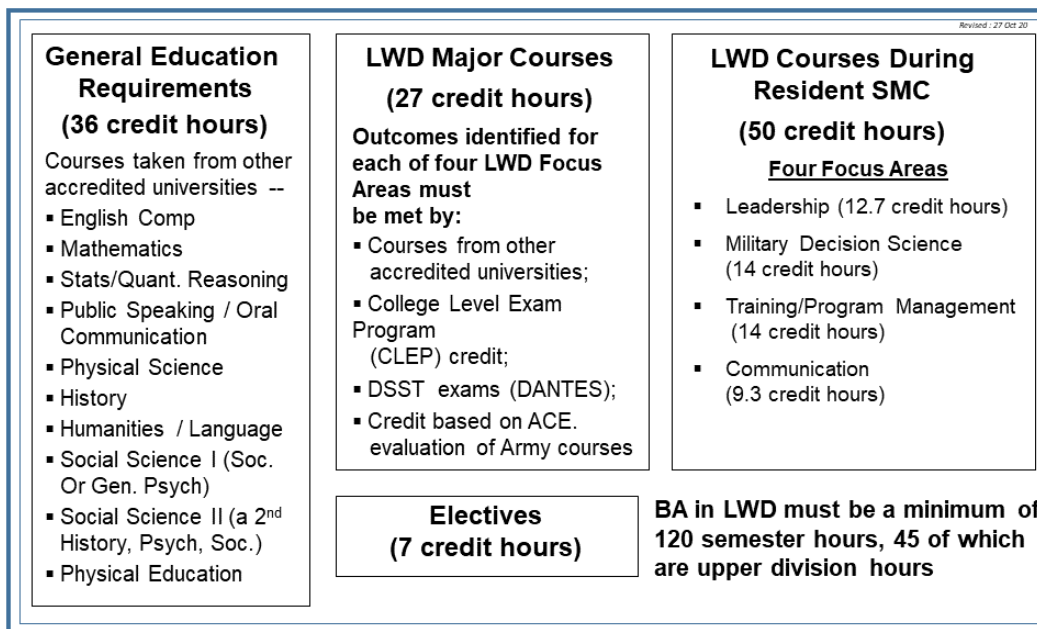
Bachelor of Arts in Leadership and Workforce Development

1. Introduction. The BA in Leadership and Workforce Development (BA in LWD) is a 120 credit hour bachelor’s degree program offered by the [U.S. Army Command and General Staff College \(CGSC\)](#)¹ at the [Sergeants Major Academy \(SGM-A\)](#) to noncommissioned officers attending the resident [Sergeants Major Course \(SMC\)](#).

The BA in LWD is **both** a degree completion program for SMC students and a future pathway for more junior noncommissioned officers to gain college credit for work experience and NCO Professional Development System (NCOPDS) prior learning. Most importantly, the BA in LWD is a degree program that helps the Army develop better NCOs, ready to lead and inspire Soldiers and units.

“Leadership” and “workforce development” are core competencies and essential requirements for U.S. Army noncommissioned officers. The BA in LWD intentionally leverages the Army’s leader development program for NCOs, as well as individuals’ professional experience. Curriculum and SMC pedagogies and andragogy encourage students to “connect” learning with experience, and to draw on the experiences of peers and professors through the Socratic and dialectic method of instruction. An essential component of resident (SMC) instruction is use of the SMC electronic portfolio to capture reflections and demonstrate learning.

Figure B-1: B.A. in Leadership and Workforce Development Requirements



¹ CGSC will be the regionally accredited institution with authority from Higher Learning Commission, Department of Education, and Title 10 U.S. Code to award the BA in Leadership and Workforce Development to qualified graduates of the Sergeants Major Course.

2. Relationship between the BA in Leadership and Workforce Development (BA in LWD) and the Sergeants Major Course (SMC) delivered by the Sergeants Major Academy.

As reflected in the diagram on the previous page, BA in Leadership and Workforce Development students complete 36 hours of General Education Requirements, 27 hours of Leadership and Workforce Development Major Requirements, and 7 hours of electives outside Sergeants Major Course attendance. The “resident phase” of a BA in LWD is twenty-one LWD courses (50 credit hours) carefully constructed using specific lessons and assessments from the ten-month Sergeants Major Course at Fort Bliss, TX, which, since 1972, has been the Army’s premier leader development experience for senior noncommissioned officers.

Sergeants Major Course (SMC) outcomes and lesson objectives are carefully nested with Noncommissioned Officer Professional Development System (NCOPDS) leader competencies and attributes maintained by the Noncommissioned Officer Leadership Center of Excellence at Fort Bliss. Sergeants Major Course outcomes and learning objectives are shaped by years of input from the operational Army, Sergeants Major Academy (SGM-A) faculty, SMC students, and SMC alumni serving as senior leaders in military formations around the world.

BA in Leadership and Workforce Development program learning outcomes are fully nested with Sergeants Major Course outcomes. As reflected immediately below, the BA in LWD appropriates five of the seven SMC outcomes, and adds a sixth.

Sergeants Major Course (SMC) Outcomes Approved for AY 2020-2021 <i>Graduates of the Sergeants Major Course:</i>	BA in Leadership and Workforce Development (BA in LWD) Program Outcomes <i>Graduates with a BA in LWD:</i>	Outcomes’ Alignment w/ LWD Focus Areas
(1) Are prepared to assume war fighting duties	----	----
(2) Understand the leadership and management requirements to supervise, train, and lead an enlisted force.	(1) Understand the leadership and management principles to supervise, train, and lead an enlisted force.	<ul style="list-style-type: none"> ▪ Leadership ▪ Training / Program Management
(3) Understand the profession-of-arms principles necessary to interpret, implement, model and correct professional military attributes.	----	----
(4) Are skilled in communication and capable of effectively communicating critical information to reach a shared understanding of issues and solutions.	(2) Are skilled in communication and capable of effectively communicating critical information to reach a shared understanding of issues and solutions.	<ul style="list-style-type: none"> ▪ Communications ▪ LWD Gen Ed Requirements
(5) Are attuned to the complexity of the operating environment and consider the impact of culture on military operations and take a systems approach to meeting organization and strategic-level leadership challenges.	(3) Are attuned to the complexity of the operating environment and consider the impact of culture on military operations and take a systems approach to meeting organization and strategic-level leadership challenges.	<ul style="list-style-type: none"> ▪ Military Decision Science ▪ LWD Gen Ed Requirements
(6) Are critical and creative thinkers who can adapt to operate critically, strategically, and jointly in complex and ambiguous environments.	(4) Are critical and creative thinkers who can adapt to operate critically, strategically, and jointly in complex and ambiguous environments.	<ul style="list-style-type: none"> ▪ Leadership ▪ Military Decision Science ▪ LWD Gen Ed Requirements
(7) Are self-aware and motivated to continue learning and improving throughout their careers.	(5) Are self-aware and motivated to continue learning and improving throughout their careers.	<ul style="list-style-type: none"> ▪ Leadership ▪ LWD Capstone Course
----	(6) Demonstrate the capacity to integrate concepts from leadership, training / program management, military decision science, and communications. (LWD Capstone / e-Portfolio)	<ul style="list-style-type: none"> ▪ Leadership ▪ Training / Program Mgmt. ▪ Military Decision Science ▪ Communications

Both SMC outcomes and BA in LWD outcomes are annually reviewed by the SGM-A Education Council, co-chaired by the CGSC Assistant Dean at SGM-A and the Director, Sergeants Major Course. Members of the Education Council include the chairs and vice chairs from all Sergeants Major Course teaching departments, and curriculum developers working for the SMC's Chief of Education. Each year, the SGM-A Commandant formally presents BOTH the Sergeants Major Course and the BA in Leadership and Workforce Development program purpose, outcomes, and terminal learning objectives to the CGSC Commandant for approval for the coming academic year. The CGSC and SGM-A Accountable Instructional System (AIS) within which this occurs is explained in greater detail in Chapter 6 (CGSC Processes Bearing on Educational Quality), in CGSC Bulletin 930 CGSC Curriculum Development (AIS).

3. General Education Requirements.

General education (GE) requirements for the BA in Leadership and Workforce Development are designed to broaden students' perspectives. Degree candidates must complete thirty-six (36) credit hours of general education from other regionally-accredited institutions.²

<u>BA in LWD General Education Requirements</u> ³ are as follows:	
English Composition	6 hours
Mathematics	3 hours
Statistics / Quantitative Reasoning	3 hours
Public Speaking / Oral Communication	3 hours
Physical Science	3 hours
Ethical Reasoning	3 hours
History	3 hours
Humanities or Modern Language	3 hours
Social Science I (Intro to Sociology or General Psychology)	3 hours
Social Science II (may be an additional History, Psychology, or Sociology course)	3 hours
Physical Education (BCT or transfer)	<u>3 hours</u>
	36 hours

Degree candidates must meet credit hour minimums for each GE topic area listed above. The learning outcomes listed below are provided to assist Soldiers, education center counselors, SGM-A education counselors, and the CGSC Registrar's Office evaluate other universities' general education courses against CGSC BA in LWD requirements. Courses listed in university catalogs as core curriculum classes will generally transfer to CGSC for the BA in LWD.

² CGSC will not offer undergraduate "gen. ed." courses to meet the BA in LWD requirements listed above. A degree candidate must do general education coursework at a regionally-accredited civilian institution of his or her choice.

³ Army University and CGSC will establish a list of specific courses from partner universities that automatically meet BA in LWD general education requirements. The CGSC Registrar's Office will maintain this list on the BA in LWD public website for easy access by Soldiers and Army Education Center counselors.

3.a. English Composition (6 credit hours)

Learning Outcomes:

- Apply basic skills and knowledge for English writing to craft essays and research papers;
- Apply various writing formats to understand and communicate ideas to specific audiences; and
- Apply critical-thinking skills to all steps of process writing to differentiate among inadequate, adequate, and superior presentation of ideas.

Sample Course Titles Include:

English Composition I
English Composition II
Introduction to Research Writing
Introduction to Technical Writing
Composition and Rhetoric

Also:

CLEP Exam College Composition

3.b. College Mathematics (3 credit hours)

Learning Outcomes:

- Interpret mathematical models given verbally, or by formulas, graphs, tables, or schematics, and draw inferences from them;
- Recognize and use connections within mathematics and between mathematics and other disciplines;
- Employ quantitative methods such as, arithmetic, algebra, geometry, or statistics to solve problems.

Sample Course Titles Include:

College Algebra
College Geometry
Introduction to Statistics
Calculus
Business Math

Also:

CLEP Exam College Mathematics

3.c. Qualitative and Quantitative Reasoning (3 credit hours)

Learning Outcomes:

- Understand and describe the importance of logical and empirical methods to determine and express relationships between properties or concepts;
- Apply basic skills and knowledge using appropriate methods for gathering, analyzing and displaying data to draw conclusions; and
- Solve complex, real-world problems through the application of appropriate strategies and the use of logical reasoning skills.

Sample Course Titles Include:

Critical/Creative Thinking
Critical Reasoning
Qualitative Analysis and Reasoning
Quantitative Analysis and Reasoning

3.d. Public Speaking / Oral Communication (3 credit hours)

Learning Outcomes:

- Develop proficiency in oral discourse;
- Evaluate an oral presentation according to established criteria; and
- Research a topic, develop an argument, and organize supporting details

Sample Course Titles Include:

Public Speaking
Argumentation and Debate
Speech Communications

Also:

DSST Test Principles of Public Speaking

3.e. Natural /Physical Science (3 credit hours)

Learning Outcomes:

- Understand major concepts and facts related to the study of living systems and the physical universe;
- Apply scientific facts and ideas to real-world problems; and
- Develop a beginning understanding of social, practical, and ethical significance of scientific knowledge and theory.

Sample Course Titles Include:

General Biology
General Chemistry
General Physics
Physical Science
Physical Geology
General Astronomy

3.f. Ethical Reasoning (3 credit hours)

Learning Outcomes:

- Exhibit awareness and understanding of ethical dilemmas and standards for resolution of ethical questions;
- Apply emerging skills to address ethical dilemmas; and
- Recognize and articulate the importance of social responsibility as an essential component of ethical reasoning.

Sample Course Titles Include:

Effective Personal Ethics
Business Ethics
Ethics and Social Responsibility

Also:

DSST Test "Ethics in America"

3.g. Historical Perspectives (3 credit hours)

Learning Outcomes:

- Understand how past events and actions have influenced current events;
- Understand that knowledge is not fixed and that human beings continue to reinterpret the past based on current perspectives; and
- Identify and describe appropriate systematic and scientific strategies to examine history.

Sample Course Titles Include:

American History
World History
History of Religion
Western Civilization
European Civilization
African Civilization

Also:

CLEP Test "History I or II"
CLEP Test "Western Civ. I or II"

3.h. Humanities or Modern Language (3 credit hours)

Learning Outcomes:

- Acquire knowledge of the conventions and methods of at least one of the humanities in addition to those encompassed by other knowledge areas required by the general education program; and
- Demonstrate basic proficiency in the understanding and use of a foreign language.

Sample Course Titles Include:

Any Foreign language I-IV
Introduction to Art Appreciation
Any World Culture Class
Music Appreciation
Religious Studies
Urban Studies

Also:

CLEP Language Test
DSST Test "Intro to World Religions"

3.i. Social Science (3 credit hours)

Learning Outcomes:

- Explore ways in which individuals, groups, institutions, governments and/or societies behave and influence one another.
- Exhibit an understanding of the various social factors that influence.
- Identify and describe appropriate systematic and scientific strategies to examine current social issues and problems.

Sample Course Titles Include:

Psychology
Sociology
Philosophy
Ethnic Studies
Gender Studies
Global Social Issues
Ethics

Also:

CLEP Social Science Tests

The links below are to GE requirements for CGSC Cooperative Degree Program Universities.

<http://kucore.ku.edu/>
<https://www.k-state.edu/kstate8/lists/>

The links below are for TX, GA, NY state-mandated GE requirements.

<http://www.thecb.state.tx.us/apps/tcc/>
<http://www.usg.edu/policymanual/section3/C338>
<http://www.highered.nysed.gov/ocue/lrp/liberalarts.htm>

4. Additional Pre-SMC Requirements fall into two categories: (a) LWD Core Requirements (27 credit hours); and (b) Electives (7 credit hours).

4.a. LWD Major Requirements (27 credit hours). Degree candidates meet LWD Major requirements under each of the program's four focus areas (Leadership, Decision Sciences, Program Management, and Communication) in some combination of the following: (1) Coursework completed at other accredited universities; (2) the College Level Examination Program (CLEP) where the candidate scored 50 or higher; (3) DSST tests (formally DAN TES standardized tests) with passing scores consistent with ACE guidelines; and (4) credit awarded based on ACE recommendations for Army coursework.

LWD Major Requirements are as follows:

4.a.(1)(a) Individual Leadership (6 credit hours)

Learning Outcomes:

- Recognize a variety of leadership theories;
- Demonstrate the ability to use theories in the practice of leadership;
- Understand how to lead with integrity;
- Demonstrate a practice of ethical leadership.

Sample Course Titles Include:

Intro to Leadership
Leadership Case Studies
Moral and Ethical Leadership

Also:

DSST Test (Principles of Supervision)
Competency Based Assessment
ACE Credit

4.a.(1)(b) Organizational Leadership (6 credit hours)

Learning Outcomes:

- Analyze individual and group behavior;
- Understand the implications of organizational behavior on the process of management; and
- Describe and assess the basic design elements of organizational structure.

Sample Course Titles Include:

Organizational Behavior
Organizational Design and Behavior
Organizational Change Management

Also:

DSST Test Organizational Behavior
Competency Based Assessment
ACE Credit

4.a.(2) Decision Science (6 credit hours)

- Understand complex problem-solving;
- Understand the use of quantitative and qualitative methods in decision-making; and
- Demonstrate the ability to use established decision-making methodologies.

Sample Course Titles Include:
Qualitative/Quantitative Decision Making
Managing Decisions
Policy Analysis

Also:
Competency Based Assessment
ACE Credit

4.a.(3) Program Management (6 credit hours)

- Conduct Program Design;
- Demonstrate knowledge of complex program development; and
- Conduct Project Planning and Integration.

Sample Course Titles Include:
Intro to Program Management
Program Planning and Design
Program/Project Management and Leadership

Also:
DSST Test Principles of Supervision
Competency Based Assessment
ACE Credit

4.a.(4) Communications Skills (3 credit hours)

Learning Outcomes:

- Display competence in oral, written, and visual communication;
- Identify, evaluate and suggest solutions to problems encountered in group communication; and
- Assess and articulate appropriate listening responses for a variety of situations/context.

Sample Course Titles Include:

Intro to Communications
Leadership Communications
Data Visualization

Also:
Competency Based Assessment
ACE Credit

4.b. LWD Electives (7 credit hours). The CGSC Registrar will accept up to 10 semester hours from other regionally accredited institutions as “free electives” toward meeting the 120 credit hour requirement for a BA in Leadership and Workforce Development.

Upon selection to attend the Sergeants Major Course, a NCO may formally petition the CGSC Registrar to: (a) accept credit hours from completed courses offered by other regionally-accredited institutions; and (b) audit that NCO's academic record for entry into the resident phase of the BA in LWD.

Should this audit identify credit hour gaps in pre-SMC preparation, a counselor will work with that NCO to identify options for additional credit. This will be particularly important in the early years of program implementation.

5. Resident SMC Course Requirements. The 50 credit hour resident portion of the BA in Leadership and Workforce Development is completed during the ten month resident Sergeants Major Course delivered by the Sergeants Major Academy on Fort Bliss, TX.⁴

The resident LWD curriculum is clustered under four Focus Areas: Leadership, Military Decision Science, Training Program Management, and Communication Skills.

Resident SMC Portion of the BA in Leadership and Workforce Development

Focus Area I: Leadership (12.7 credit hours)

LWD Course I-1	Workplace Ethics (0.8 credit hour)
LWD Course I-2	Leading and Developing Organizations (3.1 credit hours)
LWD Course I-3	Building High Performance Teams (1.8 credit hours)
LWD Course I-4	Empowering Others to Lead Using Disciplined Initiative (0.9 credit hour)
LDW Course I-5	Coaching and Mentoring (2.5 credit hours)
LWD Course I-6	Sustaining Organizational Capacity (Personnel and Material) (2.7 cr hrs)
LWD Course I-7	Human Resource Management Processes and Systems (0.9 credit hour)

Focus Area II: Military Decision Science (14 credit hours)

LWD Course II-1	Strategic Planning I: Solving Complex Problems (1.0 credit hour)
LWD Course II-2	Strategic Planning II: Understanding Culture and Context (1.9 credit hrs)
LWD Course II-3	Strategic Planning III: Processes and Systems (8.1 credit hours)
LWD Course II-4	Strategic Planning IV: MDS Block Assessment (3.0 credit hours)

Focus Area III: Training Program Management (14 credit hours)

LWD Course III-1	Managing Effective Training 0.8 credit hour)
LWD Course III-2	Adult Learning and Instruction Techniques (5.6 credit hours)
LWD Course III-3	Safety and Risk Management (1.1 credit hour)
LWD Course III-4	Sustaining a Values-Based Culture (0.9 credit hour)
LWD Course III-5	Building Resilience in Others (2.8 credit hours)
LWD Course III-6	Physical Wellness Program Management (0.9 credit hour)
LWD Course III-7	Work Measurement and Efficiency (1.9 credit hours)

⁴ From the Higher Learning Commission's perspective, SGM-A on Fort Bliss is a "branch campus" of the US Army Command and General Staff College at Fort Leavenworth, KS, for purposes of offering the BA in LWD. Follow this hyperlink to see HLC and federal definitions of "[branch campus](#)."

Focus Area IV: Communication Skills (9.3 credit hours)

LWD Course IV-1	Writing and Presentation Skills Development (1.1 credit hour)
LWD Course IV-2	Writing and Analytical Skills Assessment (5.4 credit hours)
LWD Course IV-3	LWD Course Capstone (2.8 credit hours)

Resident BA in LWD Courses: (50 credit hours)

Pages B-10 through B-16 provide LWD Course Descriptions and Course Outcomes, as well as the specific SMC lessons that constitute each LWD Course.

Focus Area I: Leadership

(7 LWD Courses / 12.7 undergraduate credit hours)

LWD Course I-1: “Workplace Ethics”

(1 u.g. credit hour / 0.8 contact hours)

- (a) Course Description: In this course students examine ethics in the workplace and the role of organizational leaders in fostering ethical behavior. Using case studies, small group discussion in the classroom and large group discussion with a military ethics counselor or military chaplain, self-assessment exercises, and reading assignments students explore the basic frameworks of ethical dealings and moral leadership. This course emphasizes moral, ethical, and social responsibilities of organizational leaders and the linkage of responsibilities organizational leadership behavior and decision-making.
- (b) Course Outcome(s): Analyze how Senior-level leaders assist in the development of ethical organizations and leaders to achieve results by integrating ethical leadership competencies and experience into an organizational-level leadership position.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
 - SMC-DPS-L107 Army Leadership and Profession (13 contact hours)

LWD Course I-2: “Leading and Developing Organizations”

(3.1 undergraduate credit hours / 50 contact hours)

- (a) Course Description: This course will use case studies, models and the examination of doctrine to expose students to the study of power and influence, ethics, and the principles and complex dynamics of organizational leadership. Students will gain an understanding of the necessary leadership attributes and competencies required to effectively lead, build and develop individuals, teams and organizations.
- (b) Course Outcome(s): Analyze leadership competencies and attributes, and lifelong learning strategies to equip students to identify when change is necessary and to exercise power and influence to achieve change while conducting day-to-day operations.
- (c) Course Components: (12 lessons in the AY 2020-2021 SMC curriculum – see below):
 - SMC-DPS-L200 Developing Organizations and Leaders (3 contact hours)
 - SMC-DCL-L202 Leader Development (5 contact hours)
 - SMC-DCL-L201 Organizational Power and Influence (4 contact hours)
 - SMC-DCL-L212 Implementing an Organizational Vision (4 contact hours)
 - SMC-DCL-L205 Leading Organizations in Change (3 contact hours)
 - SMC-DCL-L206 Building Organizational Teams (5 contact hours)
 - SMC-DCL-L207 Developing Learning Organizations (3 contact hours)

- SMC-DCL-L208 Developing Ethical Organizations (9 contact hours)
- SMC-DCL-L306 Organizational Leadership Philosophy (6 contact hours)
- SMC-DCL-L210 Organizational Culture and Climate (3 contact hours)
- SMC-DPS-L211 Organizational Stress (2 contact hours)
- SMC-DCL-L304 Leadership and Moral Courage (3 contact hours)

LWD Course I-3: “Building High Performance Teams”

(1.8 u.g. credit hours / 28 contact hours)

- (a) Course Description: In this course, students will examine the dynamics of the operational environment in order to build effective teams. The students will analyze various case studies to understand the diversity of organizations in order to set conditions and blend diverse groups into effective organizational level teams.
- (b) Course Outcome(s) Analyze the aspects of teambuilding, group dynamics, command influence, and the various forms of servant leadership in an organization.
- (c) Course Components: (5 lessons in the AY 2020-2021 SMC curriculum):
 - SMC-Found-P930.02 Teambuilding: Group Process (12 contact hours)
 - SMC-Found-P930.03 Teambuilding: Group Dynamics (3 contact hours)
 - SMC-DCL-L203 Servant Leadership (4 contact hours)
 - SMC-DCL-L213 Influencing Outside Organizations (6 contact hours)
 - SMC-DPS-L301 Leadership and Mission Command (3 contact hours)

LWD Course I-4: “Empowering Others to Lead Using Disciplined Initiative”

(0.9 u.g. credit hour / 15 contact hours)

- (a) Course Description: In this course, students will learn how to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders.
- (b) Course Outcome(s): Analyze the aspects of disciplined initiative.
- (c) Course Components: (2 lessons in the AY 2020-2021 SMC curriculum)
 - SMC-DAO-O101 Unified Land Operations (3 contact hours)
 - SMC-DAO-O109 Mission Command (12 contact hours)

LWD Course I-5: “Coaching and Mentoring”

(2.5 u.g. credit hours / 40 contact hours)

- (a) Course Description: In this course, students will analyze the results of various self-assessment tools designed to improve human performance. The student will experience multiple mentoring sessions that will focus on identifying possible root causes of performance issues, which may go beyond a lack of skills and knowledge. Using various self-assessment tools designed to improve human performance, students will participate in multiple mentoring sessions to identify professional and personal goals. From these sessions students will develop a plan of action to achieve these goals and develop skills necessary to serve as an effective mentor to subordinates.
- (b) Course Outcome(s): At the completion of this course the student will become a successful and effective leader and build coaching and mentoring skills
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum):
 - SMC-Foundations-P930.18 Coaching and Student Feedback (40 contact hours)

LWD Course I-6: “Sustaining Organizational Capacity (Personnel and Material)”

(2.7 u.g. credit hours / 43 contact hours)

- (a) Course Description: In this course, students will examine the primary systems, concepts, and issues of organizational change. As executive management leaders, they will learn to lead, manage, and affect or implement change.
- (b) Course Outcome(s): At the end of this course students will gain the skillset to implement change management and strategy to operate in a complex environment.
- (c) Course Components: (8 lessons in the AY 2020-2021 SMC curriculum):
 - SMC-DFM-F100 Force Management Analysis (1 contact hour)
 - SMC-DFM-F101 Strategic Change (8 contact hours)
 - SMC-DFM-F103 Developing Army Organizational Capability (6 contact hours)
 - SMC-DFM-F104 Planning, Programming, Budgeting, and Execution and Total Army Analysis (6 contact hours)
 - SMC-DFM-F105 Developing Materiel Capabilities (3 contact hours)
 - SMC-DFM-F106 Manning the Army (4 contact hours)
 - SMC-DFM-F107 Sustainable Readiness (3 contact hours)
 - SMC-DFM-F108 Force Management White Paper (12 contact hours)

LWD Course I-7: “Human Resource Management Processes and Systems”

(0.9 u.g. credit hour / 15 contact hours)

- (a) Course Description: This course focuses on the theory, methodology and application of human resource planning and development techniques, staffing analysis and planning, career management, management succession and development, and performance improvement.
- (b) Course Outcome(s): Analyze the US Army’s Human Resource (HR) doctrine, support concepts, systems, and organizational structures while grasping a broad understanding of HR operations by exploring the basic tenets of human resource support, the structure, and organizations involved in delivering that support, as-well-as emerging military and civilian HR support.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum):
 - SMC-DPS-S301 Human Resource Management Processes and Systems (15 contact hours)

Focus Area II: Military Decision Science (MDS)

(4 LWD Courses / 14 undergraduate credit hours)

LWD Course II-1: “Strategic Planning I: Solving Complex Problems”

(1.0 u.g. credit hour / 16 contact hours)

- (a) Course Description: This course focuses on the use of critical and creative thinking while applying operational and mission variables, in order to identify and solve complex problems, through a logical decision-making process.
- (b) Course Outcome(s): Analyze the aspects of critical and creative thinking, problem solving, and conducting assessments in the operational environment.
- (c) Course Components: (4 lessons in the AY 2020-2021 SMC curriculum):
 - SMC-DCL-L103 Introduction to Critical Thinking and Problem Solving (5 contact hours)
 - SMC-DCL-L104 Creative Thinking, Logic, and Decision Making (5 contact hours)
 - SMC-DCL-L105 Assessments (4 contact hours)
 - SMC-DAO-O104 Operational and Mission Variables (2 contact hours)

LWD Course II-2: “Strategic Planning II: Understanding Culture and Context”

(1.9 u.g. credit hours / 30 contact hours)

- (a) Course Description: In this course, students will use case studies, classroom discussions and the examination of doctrine to explore the impact of judgement, ethics and Civil Military Relations on the actions of an organizational leader operating within the context of a strategic environment.
- (b) Course Outcome(s): Understand the Constitutional basis for civil-military relations; comparing and contrasting civil-military relations theories for application in real world situations.
- (c) Course Components: (7 lessons in the AY 2020-2021 SMC curriculum):
 - SMC-DPS-L110 American Civil Military Relations (4 contact hours)
 - SMC-DCL-L302 Leadership and Ethics in War (3 contact hours)
 - SMC-DCL-L303 Leadership and Decision Making (2 contact hours)
 - SMC-DPS-L308 Leadership in Irregular Warfare (2 contact hours)
 - SMC-DJIIMO-J300 Operational Art and Design (7 contact hours)
 - SMC-DJIIMO-J400 Strategic Estimate (8 contact hours)
 - SMC-DJIIMO-J502 Command & Control C2, and Intelligence (4 contact hours)

LWD Course II-3: “Strategic Planning III: Processes and Systems”

(8.1 u.g. credit hours / 130 contact hours)

- (a) Course Description: In this course, using discussion and collaboration, students will examine the Joint and Army Operations processes using the Command Post of the Future (CPOF) in order to explore the Army Design Methodology (ADM), the Military Decision Making Process (MDMP), the Joint Intelligence Preparation of the Operational Environment (JIPOE) process and the transitioning of functions from operational to strategic staff personnel.
- (b) Course Outcome(s): Analyze the aspects of military planning processes and systems.
- (c) Course Components: (8 lessons in the AY 2020-2021 SMC curriculum)
 - SMC-DAO-O112 The Army Design Methodology (21 contact hours)
 - SMC-DAO-O113 Military Decision Making Process DATE Overview (3 contact hours)
 - SMC-DAO-O114 The Army Design Methodology Application (15 contact hours)
 - SMC-DAO-O115 Military Decision Making Process (38 contact hours)
 - SMC-DAO-O116 Planning Unified Land Operations - CPX (36 contact hours)
 - SMC-DJIIMO-J501 Army Battle Command Systems Overview/CPOF Tutorial (10 con. hrs)
 - SMC-DJIIMO-J601 Transitioning from a Division/Corps G to a Joint J Staff (2 contact hours)
 - SMC-DJIIMO-J604 Joint Intelligence Preparation of the Operational Environment JIPOE (5 contact hours)

LWD Course II-4: “Strategic Planning IV: MDS Block Assessment”

(3.0 u.g. credit hours / 48 contact hours)

- (a) Course Description: In this course students will face an intensive 48-hour culminating exercise designed for the purpose of creating and applying strategies gleaned during the semester. Students are expected to perform as strategists who have the ability to solve complex problems, think critically, develop strategy, and implement and evaluate the effectiveness of their strategy in support of objectives.
- (b) Course Outcome(s): Through research of an operational environment, oral arguments, information briefings, and comprehensive written mission orders students will demonstrate the ability to think critically about the relationship of military force to diplomacy; understand military history, military power, and political theories and their modern application to land, air, sea, space, and cyberspace power.

- (c) Course Components: (3 lessons in the AY 2020-2021 SMC curriculum)
- SMC-DJIIMO-J607 Coalition Force Land Component Course of Action Development (MRX) (8 contact hours)
 - SMC-DJIIMO-J608 Coalition Force Land Component Command Course of Action Analysis and Comparison (MRX) (6 contact hours)
 - SMC-DJIIMO-J611 Combined Force Land Component Command C/JFLCC Mission Readiness Exercise (34 contact hours)

Focus Area III: Training / Program Management

(7 LWD Courses / 14 undergraduate credit hours)

LWD Course III-1: “Managing Effective Training”

(0.8 u.g. credit hour / 13 contact hours)

- (a) Course Description: This course focuses on research-based, scientifically-validated strategies for teaching students. The course assists with the conceptualization, measurement, and improvement of education performance and management. It features a variety of organizational patterns, practices, and approaches to instruction and their impact on students' learning.
- (b) Course Outcome(s): Demonstrate an understanding of the training management process and development programs. Demonstrate an understanding of organizational requirements and capabilities necessary to generate and sustain units trained for decisive action that can succeed in the operational environment in conditions of uncertainty over extended periods.
- (c) Course Components: (4 lessons in the AY 2020-2021 SMC curriculum)
- SMC-DPS-T206 Training Units and Developing Leaders (3 contact hours)
 - SMC-DPS-T302 Unit Training Management (4 contact hours)
 - SMC-DPS-T304 The Science of Training (Applying design to training) (3 contact hours)
 - SMC-DPS-T305 Training Strategy for Learning and Applying Doctrine (3 contact hours)

LWD Course III-2: “Adult Learning and Instruction Techniques”

(5.6 u.g. credit hours / 90 contact hours)

- (a) Course Description: This course provides students with the necessary instructor competencies described by the International Board of Standards for Training, Performance, and Instruction (IBSTPI) and an overview of the Army Learning Enterprise and the Army Learning Concept 2020-2040. The course is designed to provide new instructors with the skills to engage adult learners by providing fundamentals of instruction, foundations of adult learning, foundations of instruction using the experiential learning model, formative practicums, and classroom management.
- (b) Course Outcome(s): At the end of this lesson students will have an appreciation of the adult learning model components used in the classroom.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
- SMC-DPS-S303 Common Faculty Development Instructor Course (CFD-IC) (90 contact hours)

LWD Course III-3: “Safety and Risk Management”

(1.0 u.g. credit hour / 18 contact hours)

- (a) Course Description: This course focuses on the ways in which businesses and society assess, control, and transfer risk. This process, known as the risk management process, is becoming

an increasingly important tool in the management of business and personal financial health. An effective and efficient corporate risk management program leads to knowledge and control of costs and an improved bottom line.

- (b) Course Outcome(s): Demonstrate an understanding of Risk Management by identifying the basic principles and steps of risk management and applying them to individuals and to the organization.
- (c) Course Components: (2 lessons in the AY 2020-2021 SMC curriculum)
 - [SMC-DPS-P578](#) The Army Safety Program (14 contact hours)
 - [SMC-DPS-P571](#) Risk Management (4 contact hours)

LWD Course III-4: “Sustaining a Values-Based Culture”

(0.9 u.g. credit hour / 14 contact hours)

- (a) Course Description: This course focuses on culture and values. By studying specific periods of history, students will be better able to understand how individual and social core values have been directed and misdirected throughout a sequence of time.
- (b) Course Outcome(s): Demonstrate an understanding of programs such as Equal Opportunity, Suicide Prevention and Sexual Harassment and the cultural context and values that must be fostered in an organization.
- (c) Course Components: (4 lessons in the AY 2020-2021 SMC curriculum)
 - [SMC-DPS-P930.14](#) Understand the Roles of the SGM and CSM (4 contact hours)
 - [SMC-DPS-P576](#) Equal Opportunity EO Training Senior Leader (4 contact hours)
 - [SMC-DPS-P570](#) Suicide Prevention (2 contact hours)
 - [SMC-DPS-P592](#) Sexual Harassment/Assault Response (4 contact hours)

LWD Course III-5: “Building Resilience in Others”

(2.8 u.g. credit hours / 45 contact hours)

- (a) Course Description: This course combines lecture, small group facilitation and hands on practical exercises to analyze the concept of resiliency, the correlation between positive psychology and resiliency, and how leaders develop resiliency in themselves and in others.
- (b) Course Outcome(s): At the completion of this course, students will understand the 14 Master Resilience Training skills and how to employ them to develop resiliency in themselves and others.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
 - [SMC-DCL-L102](#) Building Resilience in Others (45 contact hours)

LWD Course III-6: “Physical Wellness Program Management”

(0.9 u.g. credit hour / 15 contact hours)

- (a) Course Description: In this course, students will gain an understanding of the performance effectiveness of their team-members through proper physical wellness. This may include reviewing performance and assessment programs to identify variables that may negatively affect organizational readiness.
- (b) Course Outcome(s): At the completion of this course, students will be able to develop, explain, and apply a physical wellness program.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
 - [SMC-Foundations-P930.12](#) Physical Wellness Program Management (15 contact hours)

LWD Course III-7: “Work Measurement and Efficiency”

(1.9 u.g. credit hours / 30 contact hours)

- (a) Course Description: In this course students will learn to identify and understand gaps between the workforce and the human capital needs of the organization and develop strategies to close gaps in areas such as employee engagement, training/retraining, organizational adaptability, contracting out, succession planning, and organizational culture.
- (b) Course Outcome(s): Students will acquire the skills necessary to prepare and present an effective action plan to measure workforce efficiency.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
 - SMC-DPS-S302 Measuring Workforce Efficiency (30 contact hours)

Focus Area IV: Communications Skills

(3 LWD Courses / 9.3 undergraduate credit hours)

LWD Course IV-1: “Writing and Presentation Skills Development”

(1.1 u.g. credit hour / 17 contact hours)

- (a) Course Description: In this course, students will learn to develop their oral and written communication skills, using a standardized and formal writing and speaking style.
- (b) Course Outcome(s): At the end of the course students will have the skillset to effectively communicate in oral and writing formats.
- (c) Course Components: (5 lessons in the AY 2020-2021 SMC curriculum)
 - SMC-Foundations-P930.06 SMC Writing Requirements (1 contact hour)
 - SMC-Foundations-P930.07 English Writing (8 contact hours)
 - SMC-Foundations-P930.08 American Psychological Association APA Style (3 contact hours)
 - SMC-Foundations-P930.11 Military Briefing Techniques (3 contact hours)
 - SMC-DPS-L101 Writing to Persuade (2 contact hours)

LWD Course IV-2: “Writing and Analytical Skills Assessment”

(5.4 u.g. credit hours / 87 contact hours)

- (a) Course Description: In this course, students will use their personal experiences to improve organization performance by offering an opposing view to an existing organizational issue or capability gap. Additionally, students will participate in reflective learning by stepping back from their learning experience and honing their critical thinking skills to enable improvement on future performance by analyzing their experience.
- (b) Course Outcome(s): Apply basic writing skills to a professional paper that include persuasive writing, writing process, thesis development and APA 6th edition writing style. Develop leaders to incorporate the knowledge gained from experiences and reflective learning into process improvement or organizational change.
- (c) Course Components: (3 lessons in the AY 2020-2021 SMC curriculum)
 - SMC-DPS-P930.10 Professional Writing Paper (40 contact hours)
 - SMC-Foundations-P930.09 Personal Experience Paper (2 contact hours)
 - SMC-Foundations-P930.17 Capstone Brief (45 contact hours)

LWD Course IV-3: “LWD Course Capstone”

(2.8 u.g. credit hours / 45 contact hours)

- (a) Course Description: The BA in LWD Course Capstone is designed for students to demonstrate mastery of two outcomes (Leadership and Human Resource Management). Students will research,

write, and revise parts of the BA in LWD Course Capstone paper throughout the academic year, using an approach commonly referred to as “scaffolding”.

- (b) Course Outcome(s): Students demonstrate mastery of Leadership and Human Resource Management by providing a written essay and an oral presentation.
- (c) Course Components: (1 lesson in the AY 2020-2021 SMC curriculum)
 - [SMC-Foundations-P930.19](#) Capstone Paper (45 contact hours)

6. Other Features of the BA in Leadership and Workforce Development.

a. Faculty. Sergeants Major Course faculty teaching BA in LWD courses blend master’s level academic preparation⁵ with extensive relevant professional experience. Sixty-two percent of SMC’s 98 current faculty members are active duty sergeants major. The entire faculty averages 27 years of active duty service. Together, they have deployed on 266 combat tours. Forty-six (46) were former CSMs or retired CSMs. Thirty-eight (38) served on a Joint staff or in a multi-national headquarters.

In December 2014, the Army implemented a new [SGM-A Fellowship Program](#) where select sergeants major compete for up to 20 per year to attend full-time advanced civilian schooling and complete a Master of Arts Degree in Adult Education through Penn State University and a Master of Science Degree in Instructional Design, Development, and Evaluation at Syracuse University. Once selected, degree candidates make a permanent change of station (PCS) move to Fort Bliss and do coursework on SGM-A campus. This one-year master’s degree program is conducted mostly on-line as a cohort. Graduates remain at the Academy for two to three years following graduation to serve as instructors in the Sergeants Major Course. In summer 2016, the first 18 graduates of this important program joined the SGM-A to serve three-year utilization tours on the SMC faculty. As of summer 2020, 49 of the SMC’s 98 faculty members were graduates of the fellowship program.

b. Students. BA in LWD students bring a vast amount of leadership and workforce development experience to the classroom. During AY21, SMC students averaged 39 years of age and 19 years “time in service.” The 516 U.S. Army noncommissioned officers in that class deployed on over 597 combat tours. Approximately 90% served as a First Sergeant⁶ before attending SMC.

c. Use of the Experiential Learning Model (ELM) to Design and Deliver Curricula. Both SMC and BA in LWD curricula are developed and delivered using the Experiential Learning Model (ELM), a variation on David Kolb’s Experiential Learning Cycle. Lessons designed using the ELM consist of five elements: (1) Concrete Experience; (2) Publish and Process; (3) Generalize New Information; (4) Develop; and (5) Apply. ELM accommodates a wide range of teaching techniques, and is ideally suited for sixteen person classes of highly experienced adult learners applying the Socratic and dialectic methods of discussion.

All CGSC and SGM-A instructors complete 80 hours⁷ of the [Common Faculty Development-Instructor Course \(CFD-IC\)](#) before teaching. Similarly, SMC and SGM-A curriculum developers

⁵ In fall 2020, eighty four (86%) of SMC faculty have a master’s degree; five have a doctorate. Increasing the percentage of faculty with advanced degrees in fields relevant to both the SMC and BA in LWD remains a strategic priority for the SGM-A, CGSC and Army University. Sustaining the SGM-A Fellowship Program and using Title 10 authority to hire highly qualified civilian faculty are two ways to address this shortcoming.

⁶ A First Sergeant is the senior non-commissioned officer in an Army company-sized unit of 80-250 Soldiers.

⁷ LWD Course III-2 (Adult Learning and Instruction Techniques) is 90 contact hours because LWD students’ coursework includes a 10 hour teaching practicum.

complete [Common Faculty Development Developers Course \(CFD-DC\)](#) before working on SMC and BA in LWD curricular materials. [The CGSC Faculty Development Program](#) – now maintained and delivered by the Faculty Development Division of the [Army University's Center for Teaching and Learning Excellence](#) – is how CGSC and SGM-A ensure a thorough understanding of the ELM and associated teaching techniques.

d. Employment of Electronic Portfolios. BA in LWD students maintain an electronic portfolio in Blackboard to:

(1) **Improve students' learning** by increasing students' self-awareness and causing them to reflect, goal set, re-assess **and act** based on personal goals and self-knowledge of strengths / areas for improvement.

(2) **Facilitate academic advising** by providing an easily accessible digital reference to review before meetings, and a place to update goals / add reflections following sessions.

(3) **Help students integrate learning** across multiple SMC lessons under specific LWD TLOs and program outcomes.

(4) **Create a digital repository of evidence of student learning.** This is important for three reasons: (a) documents in Part II of the e-portfolio are easily accessible to students and SGAs for review before end-of-block counseling sessions; (b) E-portfolios are evidence of learning for Higher Learning Commission and Army accreditation teams; and (c) Random samples of certain assignments – with students' names redacted – can be assessed by small groups of SMC faculty using rubrics calibrated to outcomes and specific T.L.O.s. (i.e. critical and creative thinking). Results of these direct assessments both feed the AIS, and are evidence for leaders / accreditors.

e. Integration with Other Army University and Army Leader Development Programs.

(1) **Army Career Tracker.** ACT is a leadership development tool that provides a single point of entry for career management and development for the enlisted, officer and civilian cohorts. ACT provides a personalized, consolidated history of all recorded education, training (institutional and unit training) and assignments in a simple to use interface.

7. Conclusion. While other U.S. universities offer leadership or leadership and workforce development bachelor's degrees, CGSC's BA in LWD is unique in terms of its students, curriculum content, and faculty. The student population are noncommissioned officers with close to twenty years of work experience. By design, the BA in LWD curriculum leverages the Army's leader development program and individuals' professional experience. Curriculum and instructor pedagogies encourage students to "connect" learning with experience, and to draw on the experiences of peers and professors. An essential component of Phase II is use of an electronic portfolio to capture reflections and demonstrate learning.