***TRAINING PROGRAM OF INSTRUCTION (TPI)***

***FOR***

***DINFOS-JSPAC***

# Joint Senior Public Affairs Course

(Previously Senior PAO Seminar SPAOS)

Approved by:

GRAHAM.WARREN.CURRY.III.1063381973

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Commandant Defense Information School

**JOINT SENIOR PUBLIC AFFAIRS COURSE**
**TRAINING PROGRAM OF INSTRUCTION**

## Table of Contents


| Element | Page |
|---|---|
| **Preface** | 3 |
| **Functional Area 1 – Public Affairs Sources and Resources** | 5 |
| OSD Public Affairs<br>Joint Doctrine and DOD's Policy and Directives<br>Management, Resources, Capability Requirements and Acquisition | |
| **Functional Area 2 – Public Affairs Issues** | 9 |
| National Strategy and Joint Operations<br>Related Capabilities<br>Emerging Public Affairs Capabilities, Technology and Innovation | |
| **Functional Area 3 – Assessments and Applications** | 13 |
| Analysis, Assessment and Collaboration<br>Scenario/Exercise/Case Study<br>Senior Leadership and Ethical Communication | |
| **Functional Area 4 – Course Administration** | 17 |
| Complete in processing.<br>Complete end-of-course critique.<br>Graduation<br>Complete out-processing | |

**DEPARTMENT OF DEFENSE**
**Defense Information School**
6500 Mapes Road
Fort George G. Meade, MD 20755-5620

Date: 4-Aug-08

**MEMORANDUM OF CHANGE TO DINFOS COURSE TRAINING PROGRAM OF INSTRUCTION (TPI)**

**SUBJECT:** Change in Joint Senior Public Affairs Course (JSPAC) Training Program of Instruction as follows:

**CURRENT:**

**International students** are not eligible to attend this course due to the limited number of seats.

**CHANGE TO:**

**International students** attending this course must have an English Comprehension Level (ECL) of 85, obtain a 2+/2+ on the Oral Proficiency Interview (OPI), and possess basic typing skills. While seats are limited, international students may request attendance on a case-by-case basis dependent on availability and course prerequisites. Students requesting enrollment must be O-6s or senior O-5s and graduates of the DINFOS PAQC/DINFOS PAOQC or AFIS PAOC, with a minimum of one year experience as a PAO. Students must have a solid understanding of English language usage, grammar and syntax.

POC: DINFOS Course Development Department, 301-677-3246, dinfosdotcddleadership1@dinfos.osd.mil

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Darline Glaus, DODC
Head, Course Development

## TRAINING PROGRAM OF INSTRUCTION

## Preface

**TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): DINFOS-JSPAC**

**TITLE:** Joint Senior Public Affairs Course

**TRAINING LOCATION:** Defense Information School, Fort George G. Meade, Maryland

**SPECIALTY AWARDED:** This is not a specialty-awarding course.

**PURPOSE:** The purpose of this course is to prepare public affairs practitioners to assert their roles as strategic communication leaders. This course provides high-level professional education to prepare the trained and experienced military and civilian public affairs officers to operate in a joint environment at a combatant command or other major command. Students will receive training in communicating with senior leadership and to develop a strategic vision and plan to prepare for major conflict. Such plans will synchronize with national geopolitical and military strategy and will require interagency coordination.

**COURSE DESCRIPTION:** The Joint Senior Public Affairs Course provides a capstone experience for seasoned practitioners who will occupy senior Public Affairs jobs at the highest levels of military service. Using a blend of top-flight outside speakers, readings, written assignments and classroom discussion, this course will better prepare senior PAOs to become effective strategic communication counselors to combatant commanders, e.g., CJCS, Unified Commands, Service Chiefs, etc. This course will address the challenges faced by PAOs to rapidly gain approval for and release of sensitive information during a fast-breaking news situation before adversaries disseminate inaccurate and distorted messages and images. The graduate will have studied and practiced a wide variety of lifelike scenarios and exercises employing joint doctrine and simulating the joint operation planning and execution system.

**PREREQUISITES:**

Must be a graduate of DINFOS-PAQC; DINFOS-PAOQC; AFIS-PAOQC; 7G-46A (after 1981)

| | |
|---|---|
| **Army:** | Officer: Sr. O-5/O-6, Civilian: GS-14/15 |
| **Navy:** | Officer: Sr. O-5/O-6, Civilian: GS-14/15 |
| **Air Force:** | Officer: Sr. O-5/O-6, Civilian: GS-14/15 |
| **Marine Corps:** | Officer: Sr. O-5/O-6, Civilian: GS-14/15 |
| **Coast Guard:** | Officer: Sr. O-4/O-6, Civilian: GS-14/15 |

International students are not eligible to attend this course due to the limited number of seats.

**SECURITY CLEARANCE:** Secret

**CLASS SIZE:**

| | |
|---|---|
| MAXIMUM | 16 |
| MINIMUM | 12 |
| ANNUAL COURSE CAP | 16 |

**COURSE LENGTH:** 17 Training Days

| | |
|---|---|
| ACADEMIC HOURS: | 127 Hrs |
| ADMINISTRATIVE HOURS: | 8 Hrs |
| ADVANCED DISTRIBUTED LEARNING | 68 Hrs |
| TOTAL COURSE HOURS: | 203 Hrs |

**INSTRUCTOR CONTACT HOURS:** 135 Hrs

**TYPE/METHOD OF INSTRUCTION:**

| | |
|---|---|
| Lecture (L) | 107 Hrs |
| Performance Exercise (PE) | 14 Hrs |
| Exam Performance (EP) | 6 Hrs |
| Administration (AD) | 8 Hrs |
| Advanced Distributed Learning (ADL) | 68 Hrs |

**TRAINING START DATE:** 23 April 2007

**ENVIRONMENTAL IMPACT:** None. DOD policy was followed to assess the environmental impact.

**MANPOWER:** The Inter-service Training Review Organization (ITRO) formula was used to determine the number of instructors required.

**EQUIPMENT AND FACILITIES:** The Course Design Resource Estimate (CDRE) contains this information.

**TRAINING DEVELOPMENT PROPONENT:** Defense Information School, Directorate of Training, (DINFOS/DOT): 301-677-4420

## FUNCTIONAL AREA 1
## PUBLIC AFFAIRS SOURCES and RESOURCES

**TPFN:** DINFOS JSPAC-001

**UNITS:**
001 OSD Public Affairs
002 Joint doctrine and DOD policy and directives
003 Management, resources, capability requirements and acquisition

**TERMINAL TRAINING OUTCOME:** The student will examine the structure, doctrine and the management of resources in joint operations. In conjunction with staff and guest speakers, the student will also discuss why strategic communication planning and counseling are necessary; and review real-world situations, challenges and solutions from recent operations. Upon completion of this Functional Area, the student will be able to address joint doctrines, DOD policies and directives and apply them to the changing conditions within theaters of operation.

**TPFN HOURS AND TYPES:**

| | |
|---|---|
| 39 lecture | (L) |
| 12 advanced distributed learning | (ADL) |

**TPFN TOTAL HOURS:** 51

**FUNCTIONAL AREA 1**
**PUBLIC AFFAIRS SOURCES and RESOURCES**

**TPFN:** DINFOS-JSPAC-001-001

**UNIT TITLE:** OSD Public Affairs

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will examine how the ASD PA's role pertains to DOD's strategic communication goals. The student will examine a comprehensive picture of the Public Affairs landscape including structure, functions, and challenges. The student will also assess how a commander looks at the operational impact of communication and how to achieve operational goals through communication. Additionally, the student will examine ways in which DOD's strategic communication goals are achieved through media operation, internal communication, and community relations. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 18 L

**TOTAL INSTRUCTIONAL HOURS:** 18

**TASK (S):**

| | |
|---|---|
| 001 | Assess senior commander's perspective on the operational impact of communication. |
| 002 | Apply a senior PA's perspective on how to use PA to achieve operational goals and effects. |
| 003 | Examine evolution of PA and roadmap for joint communication transformation. |
| 004 | Examine DoD media operations as it pertains to DOD strategic communication goals |
| 005 | Examine DoD internal communication programs as it pertains to DoD's strategic communication goals |
| 006 | Examine DoD outreach/community relations and partnerships as it pertains to DoD's strategic communication goals |
| 007 | Examine ASD PA's role in the interagency process |

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
Ethics in Public Relations, edited by Kathy Fitzpatrick and Carolyn Bronstein
Global Communication, edited by Yahya Kamalipour

## FUNCTIONAL AREA 1
## PUBLIC AFFAIRS SOURCES and RESOURCES

**TPFN:** DINFOS-JSPAC-001-002

**UNIT TITLE:** Joint Doctrine and DOD Policy and Directives

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will review the latest doctrine, responsibilities and operations for providing Public Affairs support in a joint environment. The student will examine and discuss current policies and their impact on Joint and DoD communication efforts. Guided discussion between and among guest speakers and course participants on questions, issues, realities and solutions will be interwoven throughout the session. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 9L**,** 12 ADL

**TOTAL INSTRUCTIONAL HOURS:** 21

**TASK (S):**
- 001 Examine all applicable joint pubs impacting strategic communication.
- 002 Examine Department of Defense directives on public affairs.
- 003 Examine Department of Defense directives on visual information.
- 004 Examine the National Defense Strategy of the United States of America.
- 005 Examine Department of Defense policy on strategic communication
- 006 Examine Department of Defense support to public diplomacy

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
Ethics in Public Relations, edited by Kathy Fitzpatrick and Carolyn Bronstein
Global Communication, edited by Yahya Kamalipour

**FUNCTIONAL AREA 1**
**PUBLIC AFFAIRS SOURCES and RESOURCES**

**TPFN:** DINFOS-JSPAC-001-003

**UNIT TITLE:** Management, Resources, Capability Requirements and Acquisition

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will examine why management of resources and understanding of PA capabilities are necessary and important for providing message clarity and consistency when communicating intentions to diverse audiences in a global information environment. This unit will provide the student with essential steps that will assist them in inserting themselves in the joint planning process and ensure sufficient PA logistical and personnel support is available for mission sustainability. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 12L

**TOTAL INSTRUCTIONAL HOURS:** 12

**TASK (S):**

| | |
|---|---|
| 001 | Examine Request For Forces (RFF) process |
| 002 | Examine Joint Capabilities Integration and Development System (JCIDS). |
| 003 | Examine Joint Operation Planning and Execution System (JOPES) |
| 004 | Examine Contracting Officer's Technical Representative (COTR) responsibilities |
| 005 | Examine the US government and Department of Defense's budget processes |
| 006 | Examine the Integrated Priority List (IPL) process |
| 007 | Examine the Joint Manning Document (JMD) process |
| 008 | Examine financial processes during contingency operations |

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
Ethics in Public Relations, edited by Kathy Fitzpatrick and Carolyn Bronstein
Global Communication, edited by Yahya Kamalipour

## FUNCTIONAL AREA 2
## PUBLIC AFFAIRS ISSUES

**TPFN:** DINFOS-JSPAC-002

**UNITS:**
001: National strategy and joint operations
002: Related capabilities
003: Emerging public affairs capabilities, technology and innovation

**TERMINAL TRAINING OUTCOME:** The student will examine various government and non-government organizational goals, policies, and strategies to determine their impact on and role in the PA mission. The student will also examine emerging technology available to support PA. Upon completion of this unit, the student will be able to coordinate with allies and other organizations within the international community and employee resources and technology that will allow the public affairs practitioners to assist with the U.S. national security goals

**TPFN HOURS AND TYPE:**

| | |
|---|---|
| 50.5 L | Lecture |
| 36 ADL | Advanced Distributed Learning |

**TPFN TOTAL HOURS:** 86.5

**FUNCTIONAL AREA 2**
**PUBLIC AFFAIRS ISSUES**

**TPFN:** DINFOS-JSPAC-002-001

**UNIT TITLE:** National Strategy and Joint Operations

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will examine how successful interagency, IGO, and NGO coordination will enable the US government to build international support, conserve resources, and conduct operations that efficiently achieve shared international goals. The student will also analyze relevant political environments and discuss their impact on the national strategy for public diplomacy and communications. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 26.5 L, 36 ADL

**TOTAL INSTRUCTIONAL HOURS:** 62.5

**TASK(S):**
- 001 Examine the U.S. national security strategy
- 002 Examine the U.S. national intelligence estimate
- 003 Examine the national strategy for public diplomacy and strategic communication
- 004 Analyze relevant political environments as they relate to command objectives, goals and missions
- 005 Determine priorities and demands of combatant command joint PA organizations
- 006 Integrate commander's communication intent into joint operations and COCOM strategy
- 007 Assess the theater security cooperation plan for communication goals and objectives
- 008 Explain the COCOM exercise regimen
- 009 Explain interaction between the Department of Defense PA, State Dept. PA, Embassy PA and other overseas U.S. governmental agencies in the global political environment.
- 010 Determine the impact of the Global Information Environment (GIE) on joint operations and the national strategy; anticipate future shifts and impact
- 011 Examine the U.S. support of non-governmental agencies to help further national security goals

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
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Global Communication, edited by Yahya Kamalipour

**FUNCTIONAL AREA 2**
**PUBLIC AFFAIRS ISSUES**

**TPFN:** DINFOS-JSPAC-002-002

**UNIT TITLE:** Related Capabilities

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will examine current and future relationships with strategic communication disciplines such as Public Diplomacy, Information Operations, Psychological Operations, Civil Affairs, Visual Information and the Office, Chief of Legislative Liaison (OCLL). They will outline the roles and mission of each and their role in furthering U.S. national security goals. The student will also explain Effects Based Approach to Operations (EBAO) and highlight the role of PA/communications in EBAO. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 18 L

**TOTAL INSTRUCTIONAL HOURS:** 18

**TASK(S):**

001 Examine current and future relationships of strategic communication disciplines, including Public Diplomacy, Information Operation, Public Affairs, PSYOPS, Civil Affairs, Visual Information, OCLL, and the roles and missions they play in furthering U. S. national security goals

002 Explain Effects Based Approach to Operations and examine the role of PA/communication in EBAO

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**

Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
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Global Communication, edited by Yahya Kamalipour

## FUNCTIONAL AREA 2
## PUBLIC AFFAIRS ISSUES

**TPFN:** DINFOS-JSPAC-002-003

**UNIT TITLE:** Emerging Public Affairs Capabilities, Technology and Innovation

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will review real-world situations, challenges and solutions from recent operations to determine Public Affairs best practices in coalition, joint and service-unique environments. Therefore, bridging communications theory and doctrine with what works well, what doesn't, the challenges, rewards and risks associated with various public affairs activities. The student will also examine a wide range of technology and systems that can assist in the PA mission. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 6 L

**TOTAL INSTRUCTIONAL HOURS:** 6

**TASK(S):**

001 Examine capabilities for PA's to use such as: JPASE, DVIDS, PADS, MPADS, JCCC / Combat Camera, Regional Centers, Center for International Issue Research, Open Source Center

002 Examine best practices and lessons learned from joint public affairs operations.

003 Analyze trends in communication technology and applications, and impacts on PA

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** N/A

**REFERENCES:**

Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
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## FUNCTIONAL AREA 3
## ASSESSMENTS AND APPLICATIONS

**TPFN:** DINFOS-JSPAC-003

**UNITS:** 001: Analysis, assessment and collaboration
002: Scenario/Exercise/Case study
003: Senior leadership and ethical communication

**TERMINAL TRAINING OUTCOME:** The student will review analysis, assessment and collaboration tools that can be used to research and evaluate missions and ensure proper operational planning. The student will also review relevant case studies and perform exercises designed to enhance their ability to operate in a joint environment at a combatant command or other major command. The student will also participate in a two-and-half day seminar in leadership and ethics conducted by the Center for Creative Leadership. Upon completion of this functional area, the student will be able to conduct operational mission planning and implement necessary communication activities in support of PA missions.

**TPFN HOURS AND TYPE:**

| | |
|---|---|
| 17.5 L | Lecture |
| 14 PE | Performance Exercise |
| 6 EP | Exam Performance |
| 20 ADL | Advanced Distributed Learning |

**TPFN TOTAL HOURS:** 57.5

## FUNCTIONAL AREA 3
## ASSESSEMENTS and APPLICATIONS

**TPFN:** DINFOS-JSPAC-003-001

**UNIT TITLE:** Analysis, Assessment and Collaboration

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will build a thorough communications plan, starting with a review of "Where we are?" The student will examine approaches to evaluating communication impacts through qualitative and quantitative techniques. The student will perform a comprehensive situation analysis followed by an evaluation when the mission is complete. The student will also perform a media analysis and review the content assessment process. Each student will apply the knowledge and experience acquired during this unit to their final PA vision statement.

**INSTRUCTIONAL TYPE AND HOURS:** 2 L, 4 PE

**TOTAL INSTRUCTIONAL HOURS:** 6

**TASK(S):**
- 001 Using media analysis and assessment, measure PA effectiveness
- 002 Use a PA portal collaboration tool
- 003 Use PA web-based collaboration tool

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
Ethics in Public Relations, edited by Kathy Fitzpatrick and Carolyn Bronstein
Global Communication, edited by Yahya Kamalipour

## FUNCTIONAL AREA 3
## ASSESSEMENTS AND APPLICATIONS

**TPFN:** DINFOS-JSPAC-003-002

**UNIT TITLE:** Scenario / Exercise / Case Study

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will employ the critical thinking skills and theoretical concepts reviewed throughout this course as they participate in lifelike scenarios designed to prepare them to become effective strategic communication counselors to combatant commanders The student will examine international case studies, perform a backgrounder exercise with the media, and develop a public affairs vision statement to present to a senior COCOM mentor. These exercises will give the student the tools to bring theory into practice and show them how what they have learned can be used as part of public affairs planning.

**INSTRUCTIONAL TYPE AND HOURS:** 7.5 L, 6 EP, 10 ADL

**TOTAL INSTRUCTIONAL HOURS:** 23.5

**TASK(S):**
- 001 Critically analyze relevant case studies
- 002 Perform as a senior spokesperson
- 003 Develop a PA vision statement for a regional/functional combatant command communication strategy

**INSTRUCTOR/STUDENT RATIO:** N/A

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
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## FUNCTIONAL AREA 3
## ASSESSEMENTS AND APPLICATIONS

**TPFN:** DINFOS-JSPAC-003-003

**UNIT TITLE:** Senior Leadership and Ethical Communication

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** The student will examine ethics, morals, values, leadership, and the fine shades of difference separating them. This unit offers a two-and-half day seminar in leadership and ethics conducted by the Center for Creative Leadership, one of the world's top private firms that conduct training for senior management. The student will conduct self-analysis and assessment, review interpersonal relations behavior, conflict resolution, and consensus building. Additionally the student will, prior to the course convening date, prepare an argumentative essay on ethics and human communication. Those essays will be critiqued, graded, and then discussed in class.

**INSTRUCTIONAL TYPE AND HOURS:** 8 L, 10 PE, 10 ADL

**TOTAL INSTRUCTIONAL HOURS:** 28

**TASK(S):**
- 001 Conduct a self-assessment
- 002 Develop a personal development plan
- 003 Examine leadership, management and mentoring skills
- 004 Examine media and senior leader ethics

**INSTRUCTOR/STUDENT RATIO:** 1:16

**SAFETY FACTORS:** NONE

**REFERENCES:**
Guide to IGOs, NGOs and the Military; Aall, Miltenberger, Weiss.
International Communication: continuity and change, 2nd ed.; Thussu
Negotiating Across cultures, revised ed; Cohen
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## FUNCTIONAL AREA 4
## COURSE ADMINISTRATION

**TPFN:** DINFOS-JSPAC-004

**UNITS:** 001 Course Administration

**TERMINAL TRAINING OUTCOME:** N/A

**TPFN HOURS AND TYPE:**
8 Academic (AD)

**TPFN TOTAL HOURS:** 8

## FUNCTIONAL AREA 4
## COURSE ADMINISTRATION

**TPFN:** DINFOS-JSPAC-004-001

**UNIT TITLE:** Course Administration

**UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO):** N/A

**INSTRUCTIONAL TYPE AND HOURS:** 8

**TOTAL INSTRUCTIONAL HOURS:** 8

| | | |
|---|---|---|
| **TASK (S):** | 001 | Complete in processing. |
| | 002 | Complete end-of-course critique. |
| | 003 | Graduation |
| | 004 | Complete out-processing |