

THE WISCONSIN AMERICAN LEGION COLLEGE



**PROGRAMS AND CURRICULUM
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INTRODUCTION

Teaching our members how to effectively execute the programs and functions of The American Legion is critical to our success. We must mentor new members, whether they are veterans of Vietnam, Korea, WWII or fresh from combat ops in Iraq or Afghanistan. They must know how and why the nation's largest wartime veterans' organization operates, and be able to lead us into the future.

Training should be one of the top priorities at all levels of the organization. From the top down and inside out, even the smallest pebbles of knowledge can create a ripple effect of energy and excitement throughout our ranks. There are countless Legionnaires ready to carry on our mission, waiting only to be taught how.

It is everyone's responsibility to carry on this vital mission, not just the top leadership. Every Legion Family member with the skills and knowledge to share should do so at every opportunity. The Wisconsin American Legion College curriculum is intended to give you the guidance and confidence to get started. Consider it your first pebble. Now go out and make a few waves of your own.

OBJECTIVE OF THE WISCONSIN AMERICAN LEGION COLLEGE CURRICULUM

In a perfect American Legion world, every member would be thoroughly conversant about all aspects of the Four Pillars of The American Legion: Veterans Affairs and Rehabilitation; National Security; Americanism; and Children and Youth. Members would know the programs offered under each pillar along with the details of each, how to run them, recruit participants, conduct public relations activities to support them and obtain community involvement. Legionnaires would know the legislative positions of the organization every year and be fully engaged in lobbying local, state and national elected officials to support legislation promoted by The American Legion.

In other words, a Legionnaire would be a walking encyclopedia of Legion history and knowledge, able to answer any and all questions that any potential new member might ask, be able to step directly into any chairmanship or officer position and hit the ground running, or speak to any community group with authority about The American Legion. Obviously, few members are quite there yet.

Yet many would relish the opportunity to expand their leadership capabilities, general knowledge and potential in The American Legion. The Wisconsin American Legion College (WALC) is organized and operated to give all our members, and all Legion Family members, an opportunity to learn about this great organization, understand how and where they can contribute to Legion programs, and enhance their skills as a Legion leader, recruiter, and advocate.

OBJECTIVES

The WALC courses provide a systematic and integrated approach to developing leadership within the Department of Wisconsin. The objectives of the curriculum are:

- 1) Enhance the quality of programs and post operations
- 2) Offer incentives for new members to learn and increase their skills
- 3) Provide new skill sets for long-time members

- 4) Improve personal leadership and motivational skills
- 5) Establish an effective mentoring mechanism
- 6) Improve the execution of post programs
- 7) Motivate members to increase their Legion knowledge
- 8) Motivate members to accept and assume leadership roles at all levels of the organization.
- 9) Provide a process that helps develop leaders at all levels of the Wisconsin American Legion
- 10) Contribute to better recruiting and increased retention of members as a result of the above-mentioned areas

WALC PROGRAM OVERVIEW

The WALC is open to all Legion Family members. The curriculum is composed of four parts:

- 1) The American Legion Basic Training Course (4 hours) – Previously the ALEI Course
- 2) The WALC Basic Course (7 ½ hours)
- 3) The WALC Intermediate Course (7 ½ hours)
- 4) The WALC Advanced Course (7 ½ hours)

Each of the WALC courses has detailed lesson plans for each section of the course that include the learning objectives for the section and the specific sources of information used. **Basic Course objectives** are based on *Recognizing* or *Being Familiar With* the material. **Intermediate Course objectives** are based on *Understanding* or *Comprehending* the material. **Advanced Course objectives** are based on *Examining, Analyzing,* and *Applying* the material.

Specifics for each course are found later in this guide.

Individuals receive a Wisconsin American Legion College pin after completion of the Basic Course, along with a Key attachment with the letter “B” inscribed on it. Keys with an inscribed “I” and “A” are presented after completing the Intermediate and Advanced Courses. After completing all four courses, individuals are recognized as Wisconsin American Legion College graduates by receiving a diploma from the Department Commander at the annual Department Convention.

The WALC operates under the direction and guidance of the Wisconsin American Legion College Alumni Association.

Administration of the WALC is the responsibility of the Chancellor, whose duties include planning and scheduling course offerings, coordinating requirements with hosting posts/counties/districts, and overseeing the overall operations of the College.

The Dean of Education is responsible for writing and updating the curriculum, training all instructors, and mentoring new instructors.

OTHER WALC COURSE OFFERINGS

The WALC will develop and present other courses to meet the needs of the Department of Wisconsin. The first of these courses is the *New Post Commander Course*, focused on helping new and aspiring post commanders prepare for successful terms of office in the position, and motivate them to continue contributing to the Legion in areas and positions outside the post. The second course is a *Post Adjutant Course* to assist new or aspiring adjutants in becoming quickly effective and skilled in their new role.

WALC FUNDAMENTALS OF TEACHING

The WALC training philosophy is based on discussion and interaction with the course participants. WALC trainers receive a preliminary 3-hour training class from the Dean of Education, and are mentored during their first two actual teaching assignments. Basic training Course Instructors are trained and certified by the Dean of Education specifically to deliver this course material.

Prior to teaching, the instructor is sent the specific lesson plan(s) and powerpoint slides they will be using for the course module they will be instructing.

Here are some basic training considerations to help ensure success of the WALC program.

Establish a Good Environment: Creating a good training environment involves not only providing a physical space conducive to learning, but also providing the motivation and incentive for your members to learn about The American Legion Family and to become actively involved in our programs and activities.

Motivation/Rewards: Training Legionnaires at every level provides tremendous motivation – learning the skills that significantly increase their ability to be successful officers. While that is a tremendous motivator to listen and learn, there are a number of ways to motivate your members to actively participate in training.

Make it fun: In using the many multi-media resources available, group training provides an ideal platform for camaraderie and social interaction.

Recognition of Training Success: The WALC presents a pin and key to members when they complete each course of instruction. Individuals who complete all four courses in the curriculum receive a diploma recognizing them as WALC Graduates. Diplomas are presented at the Midwinter Conference and at the Department Convention. A special session is also held at the Convention where the Department Commander meets and recognizes course graduates.

Upward mobility and training: Discuss the advantages of learning as much as possible about The American Legion. District, Department, and National officers have extensive knowledge of the organization that they amassed from years of training and participation in various programs. Training today's new members could very well place them on the path to be future national commanders.

TECHNIQUES USED IN WALC TRAINING

Brainstorming: Give participants a topic or a question. Ask them to think about as many items related to the topic or question that they can. Write down all their responses (no wrong answers). Guide learners to determine the best ideas presented.

Case Study: This technique provides participants with a description of an event, incident, or situation related to the subject under discussion. Participants analyze the case and report their findings to the entire group.

Demonstration (Role Play): Ask participants to practice a new skill by showing what they have learned to the rest of the group. Such demonstrations allow learners to “try out” new learning.

Group Feedback: After a demonstration or observation (role-playing, video), ask for feedback. Feedback should be constructive and not judgmental or negative about other participants’ performances. Feedback helps participants recognize their strengths as well as areas needing improvement.

Reflection: Give participants specific questions to consider, and have them write down their thoughts. Discuss what they have learned with other participants. Plan on how to apply the new skills or knowledge to post activities. Reflection helps participants synthesize new material and connect it to their own experiences.

INSTRUCTOR TRAINING AND PREPARATION

The American Legion Basic Training Course **3 hours**

This course will fully qualify students to be an instructor of The American Legion Basic Training Course. Training will cover the entire offline course providing tips and feedback on how to interact with students. Actual presenting of parts of the course may be conducted with critique provided on presentation style, ability to interact with class, speaking ability and relevance of examples used. Administration issues and proper documentation of class participants will be covered. All course materials will be provided. Candidates to be trained must be past graduates of the current online course. Other qualifications to consider, but not limited to, are past National American Legion College graduates, department level trainers or past military trainers. Class size is limited to ensure the quality of training.

WALC Basic, Intermediate, and Advanced Course **3 hours**

Prospective trainers are first identified and interviewed by the Dean or the Chancellor. While past instructor experience is a plus, the primary requirements are enthusiasm, passion for the American Legion, and a willingness to thoroughly prepare for their assignments. The course covers curricula for the three courses, and learning objectives for each. Individuals are given examples of lesson plans and slide formats to make them familiar with the tools they will have to prepare for instruction. The course covers specific methods and suggestions for teaching adult learners, with special emphasis on group participation and interaction between students. Other topics covered include preparation techniques, using (or not using) a podium/lectern, asking questions that encourage conversation, keeping control of the class, time management, and creating student engagement.

AMERICAN LEGION BASIC TRAINING COURSE



AGENDA FOR DEPARTMENT LEGION COLLEGE

AMERICAN LEGION BASIC TRAINING COURSE AGENDA

Time	Topic/Sub-topics
40 Min	HISTORY AND ORGANIZATION <ul style="list-style-type: none"> • Saint Louis Caucus • The Four Pillars Of American Legion • Creation Of The Veterans Administration In 1930 • Servicemen's Readjustment Act Of 1944 • Veterans Preference Hiring Act Of 1944 • Blue Star Banner • Legacy Scholarship Fund
25 Min	VETERANS AFFAIRS & REHABILITATION <ul style="list-style-type: none"> • The VA&R Commission's purpose • The Economic Commission • The American Legion service officers • The American Legion's Regional Office Action Review (ROAR)
35 Min	NATIONAL SECURITY <ul style="list-style-type: none"> • The American Legion's National Security Commission • Operation Comfort Warriors • The Foreign Relations Commission
30 Min	AMERICANISM <ul style="list-style-type: none"> • American Legion Baseball • National High School Oratorical Contest • American Legion Boys State and Boys Nation • Subversion and all un-American groups and activities. • Boy Scouts of America • The Americanism Pillar
30 Min	CHILDREN & YOUTH <ul style="list-style-type: none"> • Temporary Financial Assistance (TFA) • The American Legion's Family Support Network • CWF • Child Safety • National Commission on Children & Youth
25 Min	COURSE CONCLUSION <ul style="list-style-type: none"> • The American Legion emblem • National Public Relations Commission • Magazine Commission • The national website • Dispatch, Facebook, Twitter, Burn Pit, annual report

The American Legion Basic Training Course

4 hours

The American Legion's official training program for officers, members, Legion College applicants and those who simply want to expand their knowledge of the nation's largest veteran's service organization is offered in an off-line version of the on-line course. The sections closely follow the Legion's Four Pillars of service. They include:

- History & Organization
- Veterans Affairs & Rehabilitation
- National Security
- Americanism
- Children & Youth

A student can expect to leave with a full grounding and understanding of the Legion's history, four pillars, goals and services. A cost of \$5 for Legion and SAL members and \$10 for non-members is required from each participant/attendee. Upon successful completion of the ALEI, each graduate will receive a lapel/cap pin, a certificate of completion from the national commander and, if an email address is provided, full access to the online version of The American Legion Basic Training Course.

**THE WISCONSIN
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COLLEGE
BASIC COURSE**



WISCONSIN AMERICAN LEGION COLLEGE

BASIC COURSE AGENDA

Time	Topic/Sub-topics
1 hour	AMERICANISM, CHILDREN & YOUTH PROGRAMS <ul style="list-style-type: none"> • Community Service and Safety Activities • Service to God and Country • Education Activities • Flag Education • Immigration and Naturalization Activities • Youth Activities • Patriotic Holiday Programs • Counter-Subversive Activities • Children & Youth • Family Emphasis • Child Health & Wellness • Child Safety • American Legion Children's Charities
1 hour	PUBLIC RELATIONS <ul style="list-style-type: none"> • What is Public Relations • Why do we need Public Relations • What is the American Legion Image in your Community • Develop a Plan • News Release • Unfavorable Publicity
1 hour	MANUAL OF CEREMONIES <ul style="list-style-type: none"> • Review of different types of ceremonies • American Legion Meetings & the proper way to perform them
2 hours	LEADERSHIP <ul style="list-style-type: none"> • Leadership Development • Team Building • Fostering and Supporting Initiative • Goal Setting
1 hour	LEGISLATIVE PRIORITIES <ul style="list-style-type: none"> • National Level • Department Level
1 ½ hours	POST OFFICERS AND POST OPERATIONS <ul style="list-style-type: none"> • Preparing to take office • Basics of Post leadership • Running effective meetings

Americanism, Children & Youth Programs – 1 hour

One of The American Legion's four pillars, *Americanism* is, quite simply, love of America, loyalty to its ideals and institutions, allegiance to its flag, willingness to defend it against all enemies, foreign and domestic and a desire to pass on the blessings of liberty to future generations. The Americanism module covers the broad and objective multi-faceted Americanism programs featuring wide-range community service, better citizenship, youth development, and counter-subversive activities.

Another of The American Legion's four pillars, *Children & Youth* ensures "a square deal for every child." This module will focus on TFA, Family Support Network, Troop Support (as it relates to C&Y) and CWF. This module, as the name implies, will share information on how Posts can actively get Americanism and Children & Youth programs engaged within their local communities.

- Community Service and Safety Activities
- Service to God and Country
- Education Activities
- Flag Education
- Immigration and Naturalization Activities
- Youth Activities
- Patriotic Holiday Programs
- Counter-Subversive Activities
- Children & Youth
- Family Emphasis
- Child Health & Wellness
- Child Safety
- American Legion Children's Charities

Public Relations – 1 hour

This module covers the basics of Public Relations as it applies to American Legion posts, districts and Departments. Students will learn how to break their communications requirements into internal and external audiences and use Community Relations to enhance their communications and marketing strategies. The module discusses how to develop relationships with local news media to enhance the possibility of getting your message broadcast or published. Students will discover how to find and use the many tools offered by National Headquarters to enhance their Public Relations efforts.

- What is Public Relations
- Why do we need Public Relations?
- What is the American Legion Image in your Community
- Develop a Plan
- News Release
- Unfavorable Publicity

Manual of Ceremonies - 1 hour

How other veterans and your community see you is a very important aspect of a local post. Knowing the proper way to conduct meetings, ceremonies, funerals, etc. takes the pressure off of you as a leader and allows you to focus more on the event. This module reviews the Officer Guide to familiarize the student with the way The American Legion conducts business and what is available to the Legion leader.

- Review of different types of ceremonies
- American Legion Meetings & the proper way to perform them

Leadership – 2 hours

The development of new leaders is an important aspect of any organization to insure its continuity but where do leaders come from? This module covers the establishment of realistic goals for today, tomorrow, the short term and the long term and how to prioritize them. It discusses developing a strategy to meet with your committee and officers, as well as the importance of developing a plan to thank them. A strong focus is placed on team building and leadership.

- Leadership Development
- Team Building
- Fostering and Supporting Initiative
- Goal Setting

Legislative Priorities – 1 hour

This module is aimed at educating members of The American Legion on the process by which The American Legion affects national public policy. It examines the resolution process from the post level through the department and the national levels. The module then examines how the professional staff utilizes the resolutions to create policy mandates that are advocated in Congress. It also looks at the legislative process in Congress: how bills are introduced, the committee process and how they become law. Lastly, it examines tools The American Legion uses to influence the process.

- National Level
- Department Level

Post Officers and Post Operations – 1 1/2 hours

This module covers planning and organizing the duties of Post officers. Using the Post Officers Guide and Manual of Ceremonies as your template, it walks through Section 1 for a better understanding of Legionnaire officer duties and responsibilities.

- Preparing to take office
- Basics of Post Leadership
- Running effective meetings

**THE WISCONSIN
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COLLEGE
INTERMEDIATE COURSE**



WISCONSIN AMERICAN LEGION COLLEGE

INTERMEDIATE COURSE AGENDA

<u>Time</u>	<u>Topic/Sub-topics</u>
2 hours	ADMINISTRATION <ul style="list-style-type: none">• Consolidated Post Reports (CPR) (20 minutes)• Post Finance (20 minutes)• Post Fundraising (20 minutes)• Post Management (20 minutes)• National Organization (20 minutes)• National Emblem Sales (20 minutes)
1 1/2 hours	MEMBERSHIP <ul style="list-style-type: none">• Reactivating Struggling Posts (60 minutes)• Starting A New Post (30 minutes)
2 hours	PROCEDURES, CEREMONIES, AND TRADITIONS <ul style="list-style-type: none">• Discipline of Post Members (20 minutes)• Parliamentary Procedures & Roberts' Rules of Order (25 minutes)• Conducting Elections (10 minutes)• Resolutions (20 minutes)• Running District & County Conferences (20 minutes)• County and District Organization (15 minutes)• Saluting and traditions (10 minutes)
2 hours	AMERICAN LEGION PROGRAMS <ul style="list-style-type: none">• The Four Pillars of the American Legion (10 minutes)• VA&R Programs (20 minutes)• Americanism Programs (20 minutes)• National Defense Programs (20 minutes)• Children and Youth Programs (20 minutes)• Other programs (10 minutes)

Administration – 2 hours

Like any other business in the world, the paperwork is never done. In The American Legion we do so many things in our communities and think nothing of it. This module covers ways of streamlining the collection of data needed to complete your consolidated post reports. This module also focuses on finances and fundraising, and post management. It also discusses our National organization and how they can help in day to day management of the post. Finally, it discusses National Emblem Sales.

- Consolidated Post Reports (CPR) (20 minutes)
- Post Finance (20 minutes)
- Post Fundraising (20 minutes)
- Post Management (20 minutes)
- National Organization (20 minutes)
- National Emblem Sales (20 minutes)

Membership – 1 1/2 hours

We constantly strive to keep the Membership Team of The American Legion up-to-date with the many recruiting and retention tools and methods that are available. This module covers a very unique aspect of the membership program – revitalizing and reactivating struggling posts, and starting a new post.

- Reactivating Struggling Posts (60 minutes)
- Starting A New Post (30 minutes)

Procedures, Ceremonies, and Traditions – 2 hour

Much of the information provided in the Manual of Ceremonies has its roots in long-time tradition and usage. The practices adopted by The American Legion may not be the same as those used by other organizations, but it does not mean the Legion is right and others are wrong. This module covers:

- Discipline of Post Members (20 minutes)
- Parliamentary Procedures & Roberts' Rules of Order (25 minutes)
- Conducting Elections (10 minutes)
- Motions/Resolutions (20 minutes)
- Running District & County Conferences (20 minutes)
- County and District Organization (15 minutes)
- Saluting and traditions (10 minutes)
-

American Legion Programs - 2 hours

Legionnaires should be familiar with the wide scope of programs The American Legion supports, and how those programs are aligned under the Four Pillars This module focuses on:

- The Four Pillars and their meaning (20 minutes)
- National defense and troop support programs (20 minutes)
- VA&R programs (20 minutes)
- Americanism programs (20 minutes)
- Children and Youth programs (20 minutes)
- Other programs and charities (10 minutes)

**THE WISCONSIN
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COLLEGE
ADVANCED COURSE**



WISCONSIN AMERICAN LEGION COLLEGE

ADVANCED COURSE AGENDA

<u>Time</u>	<u>Topic/Sub-topics</u>
2 ¼ hours	ADVANCED RECRUITING AND RETENTION STRATEGIES <ul style="list-style-type: none">• Membership program overview• Department statistics and penetration rates• Recruiting methods and lead databases• Retention methods• Post activities and retention• Retention ideas• Scenario analysis and problem solving
1 hour	LEGISLATIVE PRIORITIES <ul style="list-style-type: none">• Legislative policy• National commission/council• Current legislative agenda• Review and discussion of all legislative agenda items• Becomes a person of influence locally
2 ¼ hours	ADVANCED LEADERSHIP IN THE AMERICAN LEGION <ul style="list-style-type: none">• Leadership theory evolution• Power and influence• Leadership/managerial roles• Leadership development• Motivation and needs theories• Communications• Why volunteers volunteer• Leading and motivating volunteers• Scenario analysis and problem solving
2 hours	WISCONSIN AMERICAN LEGION ISSUES AND OTHER TOPICS OF DISCUSSION <ul style="list-style-type: none">• Camp American Legion• Fundraising• Changing veteran demographics in Wisconsin• Traditions vs. progress discussions• For God and Country discussion• Final exam – group problem solving and recommendations for the Department of Wisconsin

Advanced Recruiting and Retention Strategies – 2 1/4 hours

This module covers membership issues from a leader's viewpoint. It covers the Department membership history, demographics, market penetration, and district penetration rates. Recruiting topics include event planning, building and using a lead database, setting recruiting goals, and a number of recruiting ideas. Retention topics include post activity analysis and suggestions, analyzing why members do and do not renew, and developing a retention team. The module ends with a group exercise using scenarios of two posts and one county with a variety of membership problems.

- Membership program overview
- Department statistics and penetration rates
- Recruiting methods and lead databases
- Retention methods
- Post activities and retention
- Retention ideas
- Scenario analysis and problem solving

Legislative Priorities – 1 hour

This module briefly reviews the Legislative policy and organization of the American Legion. The focus of the module, however, is a discussion of each individual legislative priority, including what it means, what pillar it supports, how to explain and discuss the priority with a Legionnaire, and how to explain and discuss the priority with someone from the local community.

- Legislative policy
- National commission/council
- Current legislative agenda
- Review and discussion of all legislative agenda items
- Become a person of influence locally

Advanced Leadership in the American Legion – 2 1/4 hours

This module examines leadership from a higher and more complex level than those discussed in the Basic Course. It covers leadership and motivation theories, as well as theories on power and influence. It addresses a number of leadership roles and applies them to the American Legion at both Post and higher levels. A special focus is placed on unique methods for motivating and leading volunteers. The module ends with a group exercise using three different scenarios involving Post-level leadership issues.

- Leadership theory evolution
- Power and influence
- Leadership/managerial roles
- Leadership development
- Motivation and needs theories
- Communications
- Why volunteers volunteer
- Leading and motivating volunteers
- Scenario analysis and problem solving

Wisconsin American Legion Issues and Other topics of discussion - 2 hours

This module focuses on several Wisconsin-unique issues, which will be changed or updated as the situation requires. The module ends with a number of discussions that look at the future of the Legion. They include the World War I traditions upon which the Legion was founded and their applicability to today's veterans, post-level traditions, women and minority veterans, and other topics the class may bring up. The final topic is a discussion of our guiding motto *For God and Country* and its relevance in an age of a growing number of veteran non-believers and veterans of many different religions. The course ends with a group final exam where each group analyzes the three Wisconsin-unique issues and makes specific recommendations which are forwarded to the Department Commander for his/her review and possible action.

- Camp American Legion
- Fundraising
- Changing veteran demographics in Wisconsin
- Traditions vs. progress discussions
- For God and Country discussion
- Final exam – group problem solving and recommendations for the Department of Wisconsin

**THE WISCONSIN
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COLLEGE
SUPPLEMENTAL
COURSES**



WISCONSIN AMERICAN LEGION COLLEGE

NEW POST COMMANDER COURSE AGENDA

<u>Time</u>	<u>Topic/Sub-topics</u>
4 hours	Getting started as a new Post Commander Post Commander's roles Post Officers Finance Post management Public relations Post activities and membership Running effective meetings Leadership Setting and tracking goals Now what? Q&A with past post commanders

Course Description – New Post Commander Course (4 hours)

The course provides information and guidance to help new and aspiring post commanders prepare for a successful term in the position. The course curriculum provides guidance on the things a new commander needs to know or learn to be successful, and focuses particularly on the first year of command. Participants are encouraged to complete the American Legion Basic Training Course online, and the WALC Basic and Intermediate Courses during their first year as Commander, and the WALC Advanced Course in the second year in order to get the in-depth knowledge and understanding of Legion program management and volunteer leadership necessary to continue their roles as Legion leaders. The final 30 minutes of the course is a question and answer session with 2-3 past post commanders with diverse backgrounds. Following the session, **participants are given the opportunity to begin a trusted advisor/mentor relationship with one of the past post commanders.**

WISCONSIN AMERICAN LEGION COLLEGE

POST ADJUTANT COURSE AGENDA

Time	Topic/Sub-topics
3 hours	Getting started as a new Post Adjutant Post Adjutant's duties and roles Post Adjutant tools Adjutant's Guide Dept of WI Administrative Manual Officers Guide and Manual of Ceremonies Post Operations Manual District and County Commander Guide Four Pillars Booklet Post Adjutant Manual Duties, charters, consolidated post report, other reports, post officer certification, membership, NEF, resolutions, National Basic Training Course Administrative manual Using monthly schedules for events, awards, reports Meeting minutes Notetaking, tracking motions, minutes format, saving and storing minutes Mylegion.org Uses Demonstration Now what? Q&A

Course Description – New Post Adjutant Course (3 hours)

The course provides information and guidance to help new, current and aspiring adjutants prepare for a successful term in the position. The course curriculum provides guidance on the things an adjutant needs to know or learn to be successful. Participants are encouraged to complete the American Legion Basic Training Course online, and the WALC Basic and Intermediate Courses as soon as possible, and the WALC Advanced Course later to get the in-depth knowledge and understanding of Legion program management necessary to continue their roles as Legion leaders. A number of important tools are reviewed, while the Post Adjutant Manual and the Department of Wisconsin Administrative Manual are covered in detail. The final topic of instruction is the use of mylegion.org, including demonstrations of the website.

APPENDIX A - RESOURCES

BASIC COURSE

2017 Officers Guide
2015 District/County Commanders Guide
2014 Public Relations Toolkit
2014 The American Legion Membership Public Relations Guide
2015 Legislative Handbook
2018 Legislative Priorities for the 115th Congress
2016-2017 The American Legion Positions and Programs Quick Reference Guide
National American Legion website www.legion.org
Department of Wisconsin American Legion website www.wilegion.org

INTERMEDIATE COURSE

2017 Officers Guide
2016 Consolidated Post Report Form
2017 Post Adjutant's Manual
2015 District/County Commanders Guide
Post Operations Manual and Building Guide
National Constitution and Bylaws
Department of Wisconsin Constitution and Bylaws
The American Legion Annual Report 2016
Emblem Sales website www.emblem.legion.org
Parliamentary Procedures and Roberts' Rules of Order
2015 Membership Training Manual
Post Revitalization and Development booklet
The Four Pillars of the American Legion booklet
Why You Should Belong pamphlet
The American Legion Americanism manual
Various American Legion program brochures
National American Legion website www.legion.org
Wisconsin American Legion website www.wilegion.org

ADVANCED COURSE

Membership Team Training Guide
Wisconsin Strategic Plan for Sustained Membership growth
Wisconsin Department of Veterans Affairs
Wisconsin American Legion Revitalization and Outreach Guidelines
The American Legion Post Training Guide
2015 Legislative Handbook
2018 Legislative Priorities for the 115th Congress
Department of Wisconsin Leadership Communications Guide (Revised 2011)

Membership Team Training Guide

The Art and Science of Leadership, by Afsaneh Nahavandi

Leadership: Theory and Practice, by Peter G. Northouse

Leadership in a Volunteer Organization, The Navy League

Keeping Your Volunteers, by Harvey Smith (in *Leadership Today*)

Department of Wisconsin Annual Budget

Wisconsin American Legion website – www.wilegion.org

Wisconsin's Future Population, by David Egan-Robertson (UW-Madison Applied Population Laboratory)

Wisconsin Department of Veterans Affairs veteran demographics

US Census Bureau veteran demographics

US Department of Veterans Affairs veteran demographics

Atheists and Foxholes, by Ronit Y. Stahl (in *Religion and Politics*)

NEW POST COMMANDER COURSE

2017 Officers Guide and Manual of Ceremonies

Post Operations Manual and Building Guide

2015 District/County Commanders Guide

2017 Adjutants Guide

Public Relations Toolkit

Wisconsin American Legion Administrative Manual

Four Pillars booklet

POST ADJUTANT COURSE

2017 Post Adjutant Manual

2017 Officers Guide and Manual of Ceremonies

Post Operations Manual and Building Guide

2015 District/County Commanders Guide

Public Relations Toolkit

Wisconsin American Legion Administrative Manual

Four Pillars booklet

Mylegion.org website

APPENDIX B – COURSE OBJECTIVES

BASIC COURSE OBJECTIVES

Americanism and Children and Youth

1. Understand the types of American Legion Americanism programs, their purposes, and the values they seek to foster and instill.
2. Become familiar with some of the programs and associated activities a Post can use to promote Americanism in their communities
3. Understand the types of American Legion Children and Youth programs, their purposes, and the values they seek to foster and instill.
4. Gain ideas and support material to help Posts organize and run effective children and youth activities throughout the year

Public Relations

1. Understand the importance of effective public relations for all Legion programs and activities
2. Become familiar with the various types of PR media and tools
3. Become familiar with the American Legion Public Relations Toolkit
4. Understand the critical role of local Posts in creating a favorable image of the American Legion

Manual of Ceremonies

1. Be familiar with the ceremonies and protocols described in Section 2 of the Officers Guide – Manual of Ceremonies
2. Understand the flexibility inherent in the Manual of Ceremonies due to differences between Legion and military service traditions, as well as traditions of local Posts
3. Be familiar with the recommended scripts for all ceremonies, and the ability to add, alter, and adapt them for specific situations
4. Understand the general agenda for a regular Post meeting, and the need to adhere to Legion customs such as Pledge of Allegiance, prayer, POW/MIA remembrance, and reciting the Preamble

Leadership

1. Understand basic leadership strategies applicable to the American Legion
2. Understand how to effectively create, guide, and motivate teams
3. Assess personal leadership skills and goals, including personal goals, identification of strengths, and identification of areas they need to develop
4. Understand how to effectively mentor and encourage legionnaires to assume leadership roles in the Post
5. Understand basic success skills in the areas of organization and time management
6. Understand basic problem solving and decision making processes

Legislative

1. Understand the history of American Legion legislative efforts and successes
2. Understand the processes by which the American Legion develops its legislative policies
3. Understand the roles of the National Legislative Commission and the National Legislative Council

4. Understand the current American Legion Legislative Agenda
5. Understand methods of increasing individual member effectiveness in local politics and community affairs

Post Officers and Post Operations

1. Become familiar with the contents of Section 1 of the Officer's Guide and Manual of Ceremonies
2. Understand the meaning of the Preamble to the Legion Constitution
3. Understand how to create and review a Post constitution and by-laws
4. Be familiar with available resources that support their roles as Legion officers

INTERMEDIATE COURSE OBJECTIVES

Consolidated Post Reports

1. Understand the importance of the Consolidate post report in reporting the activities and contributions of the American Legion
2. Understand report timing and deadlines
3. Become familiar with the section of the CPR and the type of information that can and should be included

Finance

1. Understand the roles and responsibilities of the Finance Officer
2. Understand the importance of accurate and transparent financial management in a Post
3. Become familiar with the Legion resources available to assist with post financial management
4. Understand the importance of post budgets
5. Understand the importance of post financial audits

Fundraising

1. Recognize the need for both internal and external fundraising to carry out Legion programs at the post level
2. Become familiar with some of that businesses that have been supportive of veterans fundraising in the past
3. Share ideas about unique and successful fundraisers used by posts around Wisconsin

Post Management

1. Understand the impact of the local post on the community
2. Understand the local post as the foundation of the American Legion and all of its programs
3. Understand the importance of posts in developing future Legion leaders
4. Become familiar with Legion and Post organizational structures

National Organization

1. Understand the basic organization of the American Legion
2. Understand the role of the National Convention in setting policy
3. Become familiar with the contents of the National Constitution and by-laws

National Emblem Sales

- 1) Become familiar with the Legion and Auxiliary merchandise sold by Emblem Sales, including official Legion caps
- 2) Understand the benefits derived by Legion programs from Emblem Sales purchases
- 3) Understand the procedures for obtaining permission to use the Legion emblem on manufactured goods

Reactivating Struggling Posts

1. Understand some of the causes of struggling posts, and initial actions to take after identifying a struggling post
2. Become familiar with the Post Responsibility Audit, and how to use it to identify ways to turn around a struggling post
3. Understand the help available from district and department sources to complete an internal reactivation of a post
4. Understand the steps included in a post revitalization, with or without national staff assistance
5. Become familiar with some of the membership tools available to help a struggling post

Starting a New Post

1. Understand the reasons and situations that support formation of a new post
2. Understand the process for identifying core members and recruiting charter members for a new post
3. Understand the paperwork process to request a temporary charter and a permanent charter
4. Recognize the importance of County, District, and Department leadership in establishing a new post

Discipline of Post Members

1. Understand the procedures for suspending or expelling a member from your post
2. Become familiar with the procedures for suspension and expulsion, and the need to follow procedures in the National and Department Constitutions and By-laws
3. Understand the concept of member in good standing
4. Recognize the seriousness of suspension and expulsion, and the rarity of both

Parliamentary Procedures and Elections

1. Understand basic parliamentary procedure and its use for running effective meetings
2. Become familiar with the general order of business for a meeting
3. Understand how to make motions and amendments and the procedures used to consider and discuss both
4. be familiar with general courtesies of the assembly
5. Understand basic method for nominating and electing officers

Resolutions

1. Understand the purposes of written resolutions
2. Become familiar with the approval processes at Department and national levels
3. Understand the unique and precise requirements for the writing and format of a resolution
4. Understand some of the reasons for rejected resolutions

Effective County/District Meetings and Conferences

1. Understand the importance of proper planning for a county or district conference
2. Become familiar with the types of item that should be on a conference planning checklist
3. Understand the importance of a script in planning and running a conference

County and District Organization

1. Understand the role of the District Commander in the American Leadership
2. Become familiar with some of the actions necessary to organize a district staff, plan actions for the year, and establish effective committees to accomplish goals
3. Understand the district commander's role in reporting to the Department level, and the support available to help make the district successful
4. Understand the importance of performing training at the district level
5. Understand the importance of planning for the year, and establishing goals for the district

Saluting, Traditions, and Ceremonies

1. Understand the proper wearing of the Legion cap and Legion attire
2. Recognize that anytime a Legionnaire wears the Legion cap, he/she IS representing the Legion
3. Understand when to wear the cap, and when to remove it

Legion Programs

1. Become familiar with American Legion programs and how they relate to the Four Pillars of the American Legion
2. Understand some of the unique Wisconsin American Legion programs and their relation to the Four Pillars

ADVANCED COURSE OBJECTIVES

Advanced Retention and Recruiting

1. Comprehend the importance of membership to the continued support and advancement of the American Legion missions
2. Comprehend, analyze, and apply a variety of methods to improve retention of current members
3. Comprehend, analyze, and apply a variety of methods to recruit new members

Legislative Priorities

1. Understand the history of American Legion legislative efforts and successes
2. Comprehend the processes by which the American Legion develops its legislative policies
3. Understand the roles of the National Legislative Commission and the National Legislative Council
4. Analyze and comprehend the current American Legion Legislative Agenda
5. Analyze and apply methods of communicating explaining Legion legislative priorities to local elected officials and community members

Advanced Leadership

1. Comprehend the importance of Leadership in the American Legion to the continued support and advancement of the American Legion missions
2. Comprehend, analyze, and apply a variety of methods to lead Legion members, Posts, and other teams toward successful goal accomplishment

3. Comprehend, analyze, and apply a variety of leadership tools to solve common issues within the American Legion.

Wisconsin American Legion Issues and Special Topics

1. Comprehend the potential effects of current issues on the successful mission success of the Wisconsin American Legion
2. Apply the concepts and material learned in the Wisconsin American Legion College courses to analyze and discuss current and future American Legion issues.
3. Analyze Wisconsin American Legion issues, and make specific recommendations for the Department of Wisconsin to approach these issues