

**THE WISCONSIN
AMERICAN LEGION
COLLEGE**



**PROGRAMS AND CURRICULUM
NOVEMBER 2017**

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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 every 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 diploma at the end of each individual course. 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. This course will debut at the 2018 midwinter Convention

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. ALEI Instructors are trained and certified by the Dean of Education specifically to deliver the ALEI 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.

Certificates of Completion: Provide a diploma to members when they complete each course of instruction. These can be made on a home computer using software readily available. Set up training files for each to document their overall development.

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.

Comment Cards (for shy participants): Hand out cards to all participants at the beginning of the session. Participants can write comments on the cards and hand them to the trainer at any time. Address the questions and concerns with the group and if necessary, in private.

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. Make a 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 4 hours

(Requires Special Coordination with National Internal Affairs Division)

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	<p>HISTORY AND ORGANIZATION</p> <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	<p>VETERANS AFFAIRS & REHABILITATION</p> <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	<p>NATIONAL SECURITY</p> <ul style="list-style-type: none"> • The American Legion's National Security Commission • Operation Comfort Warriors • The Foreign Relations Commission
30 Min	<p>AMERICANISM</p> <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	<p>CHILDREN & YOUTH</p> <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	<p>COURSE CONCLUSION</p> <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
2 hours	LEADERSHIP <ul style="list-style-type: none"> • Leadership Development • Team Building • Taking Initiative • Goal Setting
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
1 hour	LEGISLATIVE PRIORITIES <ul style="list-style-type: none"> • National Level • Department Level
1 ½ hours	POST OFFICERS <ul style="list-style-type: none"> • Preparing to take office • Basics of Post leadership

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

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
- Taking Initiative
- Goal Setting

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

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 – 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

**THE WISCONSIN
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INTERMEDIATE COURSE**



WISCONSIN AMERICAN LEGION COLLEGE

INTERMEDIATE COURSE AGENDA

<u>Time</u>	<u>Topic/Sub-topics</u>
2 hour	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)
2 hour	MANUAL OF CEREMONIES <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)• District & County Conference/Convention Checklist (20 minutes)• County and District Organization (15 minutes)• Saluting and traditions (10 minutes)
1 1/2 hours	MEMBERSHIP <ul style="list-style-type: none">• Reactivating Struggling Posts (60 minutes)• Starting A New Post (30 minutes)
2 hour	AMERICAN LEGION PROGRAMS <ul style="list-style-type: none">• The Four Pillars of the American Legion• 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. And 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)

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)
- District & County Conference/Convention Checklist (20 minutes)
- County and District Organization (15 minutes)
- Saluting and traditions (10 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)

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:

- 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

**THE WISCONSIN
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ADVANCED COURSE**



WISCONSIN AMERICAN LEGION COLLEGE

ADVANCED COURSE AGENDA

<u>Time</u>	<u>Topic/Sub-topics</u>
2 ¼ hour	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 agenda items• Becomes a person of influence locally
2 ¼ hour	ADVANCED LEADERSHIP IN THE AMERICAN LEGION <ul style="list-style-type: none">• Leadership theory evolution• Power and influence• Leadership/managerial roles• Leadership development• Motivation theory• Communications• Why volunteers volunteer• Leading and motivating volunteers• Scenario analysis and problem solving
2 hour	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 agenda items
- Become a person of influence locally

Advanced leadership in the American Legion – 2 1/4 hour

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 theory
- 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 mentor relationship with one of the past post commanders.

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
2017 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
2015 Post Adjutant's Manual
2015 District/County Commanders Guide
2015 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
2017 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
2015 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