



## OPTIONAL LEADERSHIP & POSITION TRAINING COURSE

(REGION, DEPARTMENT, AND CHAPTER COMMANDERS, STAFFS AT ALL LEVELS, AND COMMITTEES)

This course is optional and may be used as desired. This course can facilitate Companion understanding of how the Order operates, it can clarify roles, responsibilities, and relationships, and it can assist chapters in performing in more efficient and effective ways.

### **~15 Minutes: Opening.**

- Opening elements: Invocation, Pledge of Allegiance, MOWW Preamble (students present).
- Administrative Comments & Opening Remarks (Training Facilitator).

### **~30 Minutes: Structure (Training Facilitator).**

- Objective: Understand the Order's and the chapter's structure, roles, and responsibilities, and understand the interdependency of those things to achieve MOWW's Strategic Goals, and link to region, chapters, and committees.
- Pertinent material:
  - Governance, Structure & Improvement (MOWW Constitution, Bylaws, Strategic Plan, and Policy Manual, Chapter 2).

### **~1 Hour + 15 Minutes: Interactive Briefing & Discussion using the MOWW Website (Training Facilitator with Q&A).**

- Objective: Familiarize commanders and their staffs, and committees, with the MOWW website to equip all with information and data needed to successfully perform their duties and achieve organizational success, e.g., where to find information, how its used, what is important to chapters. Students will use the MOWW website for source information and guidance during the remainder of the class.
- Pertinent material: MOWW Website.
  - Region Leadership & Team Building (MOWW Policy Manual, Chapter 4)
  - VCINC Checklist (MOWW Form 37)
  - Region and Department Commander Checklist (MOWW Form 16)
  - Chapter Commander Guidance & Checklist (MOWW Form 19)
  - Committee Guidance & Checklists
  - (interactive computer discussion)

### **~30 Minutes: Command & Staff Training (Training Facilitator & moderated discussion).**

- Objective: Understand leadership roles & responsibilities of all levels of commanders and their staffs, and committees (general principles).
- Objective: Understand the Annual Planning Cycle:
  - Develop objectives and tasks to achieve objectives and create a timeline.
  - Determine tracking, assessment & reporting methods.
  - Determine resources needed to implement tasks.
  - Publish the plan and distribute to the chain of command.
- Pertinent material:
  - MOWW Command & Staff Training-Briefing (MOWW Website, "Companions Only")
  - CINC's intent (current Operating Year)

### **~1 Hour: Plans & Operations (Training Facilitator with questions & answers)**

- Objective: Understand the MOWW Strategic Plan (2020-2025) to align region, goals and objectives, Chapter Action Plan (CAP) objectives, and/or committee goals and objectives to the Strategic Plan.
- Pertinent material:
  - MOWW Strategic Plan (2020-2025)
  - Chapter Assessment & Tiger Team Program (MOWW Policy Manual, Appendix S)
  - Region Conferences (MOWW Policy Manual, Appendix U)
  - CINC Visits (MOWW Policy Manual, Appendix B & MOWW Form 36, "CINC Visits")

- Awards & Decorations (MOWW Policy Manual, Chapter 7, and Appendices)
- Preparing for the Annual MOWW Convention (MOWW Policy Manual)

**~1 Hour: Reports, Reporting & Analysis (Training Facilitator with questions & answers).**

- Objective: Know and use reports to assess region, chapter, and committee strengths, weaknesses, opportunities, and threats (SWOT) to sustain and enhance their vibrancy, effectiveness, and longevity.
- Pertinent material:
  - Strategic Goal Report Card (MOWW Website, “Companions Only”)
  - MOWW Almanac/MOWW Convention Book (MOWW Website, “Companions Only”)
  - Chapter Assessment & Tiger Team Program (MOWW Policy Manual, Appendix S)
  - Monthly Region Report (MRR) (MOWW Website, “Companions Only”)
  - IRS Filing Compliance Report (MOWW Website, “Companions Only”)
  - Recruiting Performance Metrics (MOWW Website, “Companions Only”)
  - Chapter Activity Report (CAR) (MOWW Form 27)
  - Committee Guides (MOWW Forms 11g, 15, 28, 29, 30, 31, 32, 33, 34, and 35)

**~2 Hours: Chapter Action Plan (Training Facilitators & CAP workshop exercise).**

- Develop a 1-2-page CAP (*or MOWW, Region, or committee Actions Plans*) based on the MOWW Strategic Plan Goals (SG) & chapter objectives. Each student briefs their Chapter Action Plan or Committee Action Plan.
- Pertinent material:
  - MOWW Strategic Plan (2020-2025) Goals:
    - SG-1. Recruit, Convene, and Involve Companions, e.g., attract new members, conduct regular meetings, and communicate.
    - SG-2. Provide Companion Leadership Training, e.g., programs, tasks, reporting.
    - SG-3. Mentor and Develop Companions, e.g., prepare for elections, succession plan.
    - SG-4. Conduct Chapter Advertising and Publicity, e.g., chapter newsletters, local news releases, “Chapters in Action” in *The Officer Review*®
    - SG-5. Expand and Improve Chapter Outreach Programs, e.g., ROTC, scouting, patriotic education, veterans’ affairs, law & order/first responders, national/homeland security.
    - SG-6. Recognize Companion Excellence, e.g., medals, awards, certificates.
  - Chapter goals and objectives (Students bring to class)
  - Sample Chapter CAPs (Training Facilitator provides)

**~15 Minutes: Closing.**

- Closing Remarks (Training Facilitator).
- Benediction.

**OPTIONAL LESSON PLAN 1: ORGANIZATIONAL STRUCTURE**

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: Understand the Order’s and the chapter’s structure, roles, and responsibilities.
  - b. Do: Demonstrate the interdependency of these things in achieving MOWW’s Strategic Goals and the Chapter Action Plan (CAP) elements.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the “real world?” Why are these outcomes essential for future learning?)
  - a. Why important in the “real world:” Enables knowledge-based leadership to guide the Order operationally.
  - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others.
3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson’s outcomes look like?)

- a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.: Positive and improving results are seen in Chapter Activity Report submissions.
- b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
  - 1) MOWW Strategic Plan (2020-2025)
  - 2) MOWW Form 27, “Chapter Activity Report” (CAR) reporting categories.
  - 3) MOWW Policy Manual, Appendix S, Enclosure 1, Chapter Assessments & Tiger Team Program
- c. How chapter knows they are successful:
  - 1) Meet or exceed MOWW Strategic Goals
  - 2) Positive and improving results in each Chapter Activity Report submission
  - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory
4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Refer to specific provisions in the MOWW Strategic Plan.
  - b. Discuss linkages between the Strategic Plan and the CAP
  - c. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - d. MOWW Website (<https://www.moww.org/>).
  - e. MOWW Strategic Plan (MOWW website).

### OPTIONAL LESSON PLAN 2: MOWW WEBSITE

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: Website organization and contents.
  - b. Understand: How to navigate within the website and access information and documents.
2. Relevance/Rationale: (Why are these outcomes essential?)
  - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
  - b. Information gathered must be relevant for chapter activities and planning purposes.
3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson’s outcomes look like?)
  - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
  - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
    - 1) MOWW Strategic Plan (2020-2025)
    - 2) MOWW Form 27, “Chapter Activity Report” (CAR) reporting categories.
    - 3) MOWW Policy Manual, Appendix S, Enclosure 1, “Chapter Assessments & Tiger Team Program”
  - f. How chapter knows if they are successful:
    - 1) Meet or exceed MOWW Strategic Goals
    - 2) Positive and improving results in each Chapter Activity Report submission
    - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory
4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Navigate in and around foundational documents, i.e., MOWW Constitution, Bylaws, Strategic Plan, Policy Manual, National Directory, and to and within website sections.
  - b. Enables assessment of ability to access data and information necessary to effective mentoring, leadership, and management.
5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - a. MOWW Website (<https://www.moww.org/>).

### OPTIONAL LESSON PLAN 3: COMMAND & STAFF

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: Elements of success.

- b. Understand: Areas for training, mentoring, and continuing development.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
  - a. Why important in the real world: Command and Staff must lead and manage MOWW elements, e.g., regions, chapters, and committees, in achieving team-based success and continuous improvement, and facilitating greater Companion fulfillment from their volunteer service.
  - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others.
3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
  - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful:
    - 1) Robust, growing/improving, and sustainable recruiting, communications, and meeting, outreach, internal programs, and recognition.
    - 2) Chapter Action Plan, Recruiting Plan, Succession Plan, Annual Budget, and Annual Schedule implemented, and goals and objectives achieved.
    - 3) Annually and successfully filing with the IRS and reporting that success to the MOWW TG
    - 4) Use Optional MOWW Forms 20 ("Chapter Property Management") and 21 ("Chapter Annual Financial Review Checklist")
    - 5) Chapter officers, internal and outreach program lead, etc., are trained (initial and annual)
    - 6) No multi-hatting or position vacancies
  - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
    - 1) MOWW Strategic Plan (2020-2025)
    - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories.
    - 3) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program."
  - c. How chapter knows if they are successful:
    - 1) Meets or exceeds MOWW Strategic Goals (SG) 1-6
    - 2) Positive and improving results in each MOWW Form, "Chapter Activity Report," submission
    - 3) Chapter is assessed as meeting or exceeding expectations in the Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1)
4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Learning experience: Training Facilitator and student discussion, e.g, application of principles at region, department, and chapter level, in committees, and when coordinating issues laterally and vertically.
  - b. Formative assessment opportunities: Self-assessments, organizational assessments.
5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - a. "Command & Staff Training" Briefing (MOWW website)
  - b. CINC's Intent - OY 2020 (MOWW website)
  - c. MOWW Policy Manual (MOWW website)

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**OPTIONAL LESSON PLAN 4: PLANS & OPERATIONS**  
(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: Elements of planning, coordinating, executing, assessing, and improving plans and operations.
  - b. Understand: linkages, dependencies, coordination involved, and the role of analysis.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
  - a. Why important in the real world: To preserve, protect, improve, and sustain MOWW chapters so the Order is enduring, and so Companions have a means to selflessly serve youth, community, and nation.
  - b. Information gathered must be relevant for chapter activities and planning purposes: Students must teach their charges this information so they, in turn, may be successful in their MOWW endeavors, and so they may train, mentor, and inspire others to be the same—for the good of the Order.

3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process?)
  - a. What does success on this lesson's outcomes look like?
    - 1) Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful:
    - 2) Meets or exceeds Expectations for Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1)
  - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
    - 1) MOWW Strategic Plan (2020-2025)
    - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories.
    - 3) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program"
  - e. How chapters know if they are successful:
    - 1) Meet or exceed MOWW Strategic Goals
    - 2) Positive and improving results in each Chapter Activity Report submission
    - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory or better.
4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Learning experience: Training Facilitator and student discussion, e.g, application of principles at region, department, and chapter level, in committees, and when coordinating issues laterally and vertically.
  - b. Formative assessment opportunities: Self-assessments, organizational assessments
5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - a. MOWW Policy Manual (MOWW website)
  - b. SVCINC/VCINC, Region Commander, Department Commander, and Chapter Commander Checklists (MOWW website)
  - c. Committee Checklists (MOWW website)

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### **OPTIONAL LESSON PLAN 5: REPORTS, REPORTING & ANALYSIS**

(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: Reporting shows what is happening while analysis focuses on explaining why it is happening and what you can do about it.
  - b. Understand: The process of exploring data and reports to extract meaningful insights, which can be used to better understand and improve organizational and individual performance.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
  - a. Why important in the real world: Data analysis is important in business to understand problems facing an organization, and to explore data in meaningful ways. Data is merely data. Data analysis organizes, interprets, structures, and presents the data into useful information that supplies context for the data, and that is actionable.
  - b. Information gathered must be relevant for chapter activities and planning purposes: Reporting and analysis is essential because analytics aid humans in making decisions. Therefore, conducting the analysis to produce the best results for the decisions to be made is an important part of the process, as is appropriately presenting the results.
3. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
  - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.: Meet or exceed established and aspirational criteria.
  - b. Criteria seen in successful products and processes:
    - 1) MOWW Strategic Plan (2020-2025)
    - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories.
    - 3) MOWW Policy Manual, Appendix S, Enclosure 1
  - c. How chapters know if they are successful: Meet or exceed criteria in Para 1.a. above.

4. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Review resources/materials listed below in Para 5 and discuss.
  - b. Discuss how this activity can be applied to region conferences, chapter staff meetings, and committee planning sessions.
5. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - a. Recruiting Performance Metrics, OY 2020 (DASHBOARD).
  - b. Monthly Region Report, OY 2020 (DASHBOARD).
  - c. MOWW Member Roster, OY 2020 (DASHBOARD).
  - d. IRS 501(C)(19) Membership Metrics, OY 2020 (DASHBOARD).
  - e. Strategic Goal Report Card - OY 2019.
  - f. IRS Filing Compliance, OY 2020 (DASHBOARD).
  - g. Region Conference Schedule, OY 2020 (DASHBOARD).
  - h. CINC's Intent, OY 2020.

### **OPTIONAL LESSON PLAN 6: CHAPTER ACTION PLAN (CAP)**

**(COMMANDER, STAFF OFFICER, AND COMMITTEE COURSE)**

1. Learning Target(s): (What will students know and be able to do because of this lesson?)
  - a. Know: How CAPs enable achievement of MOWW's Strategic Goals and local objectives.
  - b. Understand: Goal setting and achievement.
2. Relevance/Rationale: (Why are the outcomes of the lesson important in the real world? Why are these outcomes essential for future learning?)
  - a. Why important in the real world: A plan is important because it is the foundation to help identify your program and project objectives and achieve the stated ultimate goals. Having a plan helps define the full scope of a project but it also helps everyone to stay focused, set prioritized or sequential goals and objectives, meet deadlines, measure success, and debrief the entire program or project.
  - b. Information gathered must be relevant for chapter activities and planning purposes: Planning helps prepare students to manage inevitable changes and transitions. It is important to mentor people about evolution, change, or transition. As we create our goals, we focus on what we want to accomplish. Planning how to accomplish those goals will force us to organize them, to prioritize them, and to put them in perspective. Planning helps people stay focused and to keep their perspective on the purpose and the future.
6. Formative Assessment Criteria for Success: (How will you and your students know if they have successfully met the outcomes? What specific criteria will be met in a successful product/process? What does success on this lesson's outcomes look like?)
  - a. Students will be able to find information they are looking for on the MOWW website and be able to show others how to find material they need to be successful.
  - b. Criteria seen in successful products and processes: Meet or exceed criteria in the:
    - 1) MOWW Strategic Plan (2020-2025)
    - 2) MOWW Form 27, "Chapter Activity Report" (CAR) reporting categories.
    - 3) MOWW Policy Manual, Appendix S, Enclosure 1, "Chapter Assessments & Tiger Team Program"
  - g. How chapter knows if they are successful:
    - 1) Meet or exceed MOWW Strategic Goals.
    - 2) Positive and improving results in each Chapter Activity Report submission
    - 3) Annual Chapter Assessment (MOWW Policy Manual, Appendix S, Enclosure 1) is satisfactory or better.
3. Activities/Tasks: (What learning experience will the students engage in? How will you use these learning experiences or their student products as formative assessment opportunities?)
  - a. Students will develop a Chapter Activity Report (CAR) applicable to their chapter.
  - b. This learning exercise will be replicated at chapter level to provide others this ability to develop a CAR.
4. Resources/Materials: (What texts, digital resources, and materials be used in this lesson?)
  - a. Student-provided chapter goals and objectives (where are to be developed prior to class start).
  - b. Sample CARs.