

Learning about America's Best

Resources on Educating, Training, and Hiring
Returning Veterans and Service Members



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*Service members, veterans, families, friends, communities

Introduction to *Learning about America's Best*

Many educators, trainers, and employers are exploring the benefits of enrolling or hiring service members and returning veterans. They want to learn more about:

- What this pool of potential students/employees is like
- What kinds of skills they've gained in the service, and how these skills might be adapted to the classroom or the workplace
- What kinds of injuries and effects they might be bringing back from the war zone, and what that might mean for their work

Until recently, there hasn't been much information out there to help them in their searches and decision-making processes. For civilians without close ties to the military culture, that culture as a whole is largely a mystery.

In preparation for this component of the "America's Best" series, Give an Hour and the National Organization on Disability did a "test run" of the kinds of literature searches that many educators, trainers, and employers might want to conduct if they had the time. Consultants and volunteers on this project cast out their nets to see what types of resources might be out there.

The results presented in this booklet are not comprehensive, but they do reflect a fairly accurate at-the-moment view of the resources that educators, trainers, and employers might find in their search for information about service members and veterans. To round out the picture, resources have also been included that might be of interest to students, employees, and general audiences. The lists that follow are divided into seven sections:

- Sample Resources for Educators and Trainers
- Sample Resources for Students and Education Seekers
- Sample Resources for Employers
- Sample Resources for Employees and Job Seekers
- Sample Resources on the Military Culture
- Sample Resources for General Audiences
- Sample Resources for Access to Services and Benefits

The term "sample resources" is used in each of these titles to remind us all that these lists are not complete. Even the fruits of the most exhaustive search would be incomplete before they reached the public, if only because new resources are being developed all the time. In fact, many have raised the challenge that there are so many different sources of information that people are often overwhelmed and confused.

Absent a computer program that can automatically update itself, read our minds, and look into the future, we'll have to struggle down here in the human realm. For that, the best resources are the humility to know the limits of our knowledge and experience, and an openness to the strengths and experiences of the men and women who have served. If the materials in the "America's Best" series can help, then this series was well worth the effort.

Resources in the “America’s Best” Series

Hiring America’s Best is part of a series of materials written to address the growing need for information and ideas that can help our nation’s schools, training organizations, and workplaces make a welcoming, productive, and satisfying place for returning veterans and transitioning service members.

The series starts with four core booklets:

- *Teaching America’s Best: Preparing Your Classrooms to Welcome Returning Veterans and Service Members* offers educators and trainers information and ideas for attracting, retaining, involving, and giving the best education and training to service members and veterans.
- *Hiring America’s Best: Preparing Your Workplace to Welcome Returning Veterans and Service Members* offers employers insight into this pool of potential employees, suggestions for lowering stress and enhancing productivity for all employees, and information on effective responses to war-zone stress injuries.
- *Preparing America’s Best: Twelve Leaders Offer Suggestions for Educating, Training, and Employing Service Members and Veterans* presents interviews with leaders involved in a variety of aspects of education and employment of service members and veterans.
- *Learning about America’s Best: Resources on Educating, Training, and Hiring Returning Veterans and Service Members* provides a quick list of some of the many books, articles, and web sites that offer information for educators, trainers, employers, service members, veterans, and family members.

Also included in the “America’s Best” series are several fact sheets and worksheets. These tools are collected in a document called *Tools for America’s Best*, so they can be duplicated and used for faculty, staff, student, and employee training and education.

Tools for Educators, Trainers, and Employers:

- **“Welcoming Service Members and Veterans Home”** offers suggestions for appropriate responses to service members and veterans.
- **“The United States Armed Forces”** provides information for civilians about the military and its culture, which have shaped much of the thoughts and actions of returning veterans and service members.
- **“Resilience, Stress, and Trauma”** will help people understand the effects of heavy psychological and physical stress and threat and the options for getting help—whether it is a veteran, another staff member, or a friend or family member who is experiencing these effects.
- **“Myths and Realities about Service Members, Veterans, and PTSD”** will help people acknowledge and answer some of the common myths that can sustain stigma and get in the way of clear understanding and communication

Additional Tools for Educators and Trainers:

- Two tools—“**Strategies for Improving Attention**” and “**Strategies for Improving Memory**”—will give counselors and advisors ideas and home practice tasks that they can provide to students who approach them regarding the effects of injuries or disabilities.
- “**Accommodations for Learning Challenges**” will provide a comprehensive list of strategies that counselors and advisors can use in helping students overcome educational challenges commonly associated with many types of injuries and disabilities.

Additional Tools for Employers:

- “**Organizational Assessment: Welcome and Respect for Service Members and Veterans**” will help employers determine where their organizations are in their progress toward more effective responses toward service members and veterans.
- The “**Organizational Stress Survey**” will help employers assess and address any sources of unnecessary stress in the workplace, for the good of all employees, for productivity, and for organizational health and viability.
- The “**Job Accommodation and Productivity Support Checklist**” offers managers, supervisors, and employees a number of suggestions for managing specific effects of PTSD, depression, anxiety, TBI, etc. in the workplace and increasing employee productivity and effectiveness.
- The “**Job Accommodation and Productivity Support Worksheet**” offers a framework in which employees can work with their supervisors to identify the difficulties they are experiencing and their effects on performance, and explore possible accommodations. This can be used together with, or separate from, the “Job Accommodation and Productivity Support Checklist.”

All materials in the “America’s Best” series have been co-published by the National Organization on Disability (NOD) and Give an Hour™ (GAH) and are available for free download from their web sites. For the use of any excerpts from this series, we request that appropriate credit be given to NOD and GAH, and to the authors and contributors.

Sample Resources for Educators and Trainers

Name of Resource	Nature of Resource	Further Information
Campuses as Vet-Friendly Zones	Article on Inside Higher Ed web site	Advice and examples, at http://www.insidehighered.com/news/2009/06/05/veterans
Colleges Try to Ease Veterans' Move From Combat to Classroom	Online article and video clips from the Washington Post	Discusses the frustrations and challenges of student veterans and highlights a few universities' efforts to serve them, available at http://www.washingtonpost.com/wp-dyn/content/story/2009/09/17/ST2009091704717.html?sid=ST2009091704717
Combat2College: Facilitating College Success for Combat Veterans	Intervention program called Combat2College (C2C)	Report and additional resources available from the C2C web site, at http://cms.montgomerycollege.edu/edu/tertiary1.aspx?urlid=53
From Soldier to Student	Report from Lumina Foundation for Education	Presents results of a recent (published July, 2009) survey of educational institutions on their efforts to ease the transition of veterans to educational settings, available at http://www.acenet.edu/AM/Template.cfm?Section=Home&CONTENTID=33233&TEMPLATE=/CM/ContentDisplay.cfm
Middle East War Veterans Endure Invisible Injuries	Online article on GJSentinel.com	Includes a vignette about a student veteran, and offers some new ways of looking at hoping with PTSD and TBI, http://www.gjsentinel.com/lifestyle/articles/middle_east_war_veterans_endur
More Colleges Develop Classes on How to Treat War Veterans	Online article from USA Today	Discusses courses for civilian mental health clinicians in treating veterans with PTSD, TBI, depression, and other post-deployment effects, at http://www.usatoday.com/news/military/2009-10-04-ptsd-schools_N.htm
On Yellow Ribbon, Shades of Gray	Article on Inside Higher Ed web site	Article at http://www.insidehighered.com/news/2009/02/04/yellowribbon
Operation Diploma	Online information from Military Family Research Institute (Purdue)	Resources for educational institutions and student veteran organizations, to overcome barriers to education, http://www.mfri.purdue.edu/content.asp?tid=4&id=36
Peer Support: A Better Way to Meet Veterans' Mental Health Needs	Article in The Road Home (National Council Magazine, July, 2008)	Concept of peer support being generalized to a variety of conditions might translate to efficacy of peer support and mentoring in employment and educational settings, available at http://www.thenationalcouncil.org/galleries/NCMagazine-gallery/NC%20Mag%20Jul%2008%20Veterans.pdf
Post-9/11 GI Bill Website	Part of the Department of Veterans Affairs site	Provides resources, e.g., resources for education professionals, training resources, VA Once (tool for electronic submission of VA forms), information about the Yellow

Name of Resource	Nature of Resource	Further Information
		Ribbon Program (see below), and lists of conferences, at http://www.gibill.va.gov/
What Can You Do? The Campaign for Disability Employment	Web site	Information and ideas for employers, educators, family, and others at http://www.whatcanyoudocampaign.org/
Reintegration	Page on Real Warriors Web Site	Information and links at http://www.realwarriors.net/guardreserve/reintegration
Yellow Ribbon Program FAQ	Resource on VA GI Bill web site	Allows institutions of higher learning to arrange with VA to match funds for tuition that exceeds that of public institutions, http://www.gibill.va.gov/School_Info/yellow_ribbon/documents/Yellow_Ribbon_FAQs.pdf

Sample Resources for Students and Education Seekers

Name of Resource	Nature of Resource	Further Information
Army Times, Navy Times, etc.	Newspapers, with online access	Can do searches on employment, careers, education, etc. at http://www.armytimes.com/ http://www.navytimes.com/ http://www.marinecorpstimes.com/ http://www.airforcetimes.com/
Wounded Warriors Careers Resources	Resource page on the AW2 (Army Wounded Warrior) web site	Links to many resources for warriors and families at http://www.aw2.army.mil/resources/index.html
Colleges Try to Ease Veterans' Move From Combat to Classroom	Online article and other resources from the Washington Post	Discusses the frustrations and challenges of student veterans and highlights a few universities' efforts to serve them, available at http://www.washingtonpost.com/wp-dyn/content/story/2009/09/17/ST2009091704717.html?sid=ST2009091704717
Emergency Payments for Veterans Awaiting VA Educational Benefits	Page on VA web site	Information for students on what's available and how it works, with link to regional VA offices, at http://www.gibill.va.gov/advpayqa.htm
How to Apply for GI Bill Benefits	Online tools on the VA GI Bill website	Has links to apply for benefits online or apply for benefits using a hard-copy form, at http://www.gibill.va.gov/gi_bill_info/how_to_apply.htm
Legal Guide for Soldiers	Manual from Army	Includes an appendix on discharge benefits, at http://www.globalsecurity.org/military/library/policy/army/fm/27-14/index.html http://www.globalsecurity.org/military/library/policy/army/fm/27-14/Appb.htm#top
Military.com Education	Web resources	Information and links at http://www.military.com/education/
New GI Bill Offers Oregon Vets Help and Hope	Online article, OregonLive.com	Offers a state-specific perspective on effects of the new Bill, including vignettes and descriptions of challenges and opportunities, at http://www.oregonlive.com/education/index.ssf/2009/08/oregon_vets_to_flock_to_the_bi.html
One-Stop Career Development: Personalized Program to Help Soldiers Set Promotion, Leadership Goals	Article in Army Times online, 10/13/09	Tells of a program the Army will be rolling out in 2010, called Career Tracker, where they can do personalized searches of training, education, and professional development resources, at http://www.armytimes.com/news/2009/10/army_tracker_101109w/
Operation Diploma	Online information from Military Family Research Institute (Purdue)	Resources for educational institutions and student veteran organizations, to overcome barriers to education, at http://www.mfri.purdue.edu/content.asp?tid=4&id=36

Name of Resource	Nature of Resource	Further Information
Post-9/11 GI Bill Website	Part of the Department of Veterans Affairs site	Provides a number of resources, e.g., resources for education professionals, training resources, VA Once (tool for electronic submission of VA forms), information about the Yellow Ribbon Program (see below), and lists of conferences, at http://www.gibill.va.gov/
Reintegration	Page on Real Warriors Web Site	Information and links at http://www.realwarriors.net/guardreserve/reintegration
Secretary Shinseki Orders Emergency Checks to Students Awaiting Education Benefits	News release, VA, 9/27/09	Basic overview of the new law, with quotes from national leadership, at http://www1.va.gov/opa/pressrel/pressrelease.cfm?id=1783
Veterans Benefits for Dummies	Book by Rod Powers	Info on programs from the VA and other agencies, procedures, etc.
Veterans Employment, Education and Training Programs	Web page on Military.com	Information and links on programs and legislation, http://www.military.com/benefits/veteran-benefits/veterans-employment-education-and-training-programs
Veterans Employment, Education, and Training Programs	Web page on Military.com	Lots of links to resources, at http://www.military.com/benefits/veteran-benefits/veterans-employment-education-and-training-programs
War Trauma Resources	PDF resource list from Raymond Monsour Scurfield, available on his web site at the University of Southern Mississippi Gulf Coast	Links and resources for veterans, service members, families, professionals, etc., available at http://www.usm.edu/socialwork/scurfield/index.php (link is at the bottom of the page, among other resources for service members, veterans, etc.)
What is VONAPP?	Introductory page for DVA Veterans On-line Application (VONAPP) Website	Has links to learn more about VONAPP, FAQs, instructions for filling out applications, resources for partner organizations, and start the application process, at http://www.vabenefits.vba.va.gov/vonapp/about_vonapp.asp

Sample Resources for Employers

Name of Resource	Nature of Resource	Further Information
2006 Wounded and Injured Veterans' Summit	Proceedings from a Summit sponsored by the Wounded Warrior Project	Issues, suggestions, and cameos of specific veterans, available at http://www.dol.gov/vets/programs/W&IFinal0503070930.rpt.doc
34 th IRI: When Johnny (or Jeannie) Comes Marching Home...and Back to Work	Book-length report from the Institute on Rehabilitation Issues	Primarily designed for policy level and systems-coordination efforts, but includes some information that would be useful for employers, available at http://www.gwu.edu/~iri/pdf/34th%20IRI%20Final.pdf
ADA	Government website covering the Americans with Disabilities Act	Many resources at http://www.ada.gov/
ADA Business Connection	Web-based resources	Information and resources on the Americans with Disabilities Act, at http://www.ada.gov/business.htm
Allaying Workers' Fears During Uncertain Times	Online article from WSJ Management	Tips for employers at http://online.wsj.com/article/SB122324185911805771.html
America's Heroes at Work	Web site with many resources for employers, service members, and veterans	Resources and links for employers and workforce development systems regarding veterans and service members with TBI and/or PTSD, at http://www.americasheroesatwork.gov/ Many links also available at http://www.americasheroesatwork.gov/links/links2#hiring
Appreciative Inquiry Commons	General overview of Appreciative Inquiry from Case Western Reserve University	Appreciative inquiry is a strength-based approach toward organizational development. More information available at http://appreciativeinquiry.case.edu/intro/definition.cfm
Army Helps Vets With Invisible Wounds Find Jobs	Associated Press Article	A vignette, with ideas for employers and veterans, available at http://www.bostonherald.com/news/national/general/view.bg?articleid=1212680&srvc=rss&utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+bostonherald+%28Home+-+BostonHerald.com%29

Name of Resource	Nature of Resource	Further Information
Campaign for Disability Employment	Web site, blog, and (soon) social networking site sponsored by many organizations	Main site has basic information and opportunities for employers to be recognized, at www.whatcanyoudocampaign.org
Center for Positive Organizational Scholarship	Part of the Ross School of Business at the University of Michigan	Highly varied web site with resources for employers and scholars, etc., at http://www.bus.umich.edu/Positive/Center-for-POS/Related-Not-for-Profit-Orgs.htm
CivilianJobs.com	Web site	Resources for service members seeking civilian employment and employers looking for employees, at http://www.civilianjobs.com/
Coming Back From the Battlefield	Online article in Employee Benefit News	Advice for employers, available at http://ebn.benefitnews.com/news/coming-back-battlefield-240075-1.html
Coming Home	Article in Human Resource Executive Online	Information on employers' reactions and how they can affect reintegration, available at http://www.hreonline.com/HRE/story.jsp?storyId=6367238
Companies Aim to Combat Job-Related Stress	Online article from WSJ Management	Chronicles GlaxoSmithKline's efforts, and provides a number of ideas and suggestions, http://online.wsj.com/article/SB118695469070895390.html?mod=googlenews_wsj
Employees With Post Traumatic Stress Disorder	Report from Job Accommodation Network, DOL Office of Disability Employment Policy	Basic information and tips for employers, available at http://www.jan.wvu.edu/media/PTSD.pdf
ESGR Employer Factsheet	Online resource	Facts, questions, and answers for employers and employees in the reserve components
ESGR Employer Resource Guide	Manual, available online	More detailed info about USERRA, more questions/answers, available at http://esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf
ESGR Tips for Employers	Online resource	Brief fact sheet, available at http://esgr.org/site/Resources/TipsforEmployers/tabid/103/Default.aspx
Helping National Guard and Reserve Reenter the Workplace	PDF Newsletter from Courage to Care	Information for employers on issues that reservists might experience in the transition back to workplaces, and some things they can do, available at http://www.usuhs.mil/psy/GuardReserveReentryWorkplace.pdf

Name of Resource	Nature of Resource	Further Information
Military Deployment—Helping Employees Leave and Return	Article in Mental Health Works (APA/APF)	One-page summary of issues and suggestions, available at http://www.workplacementalhealth.org/pdf/mhw3rd2003_121003.pdf
Non-Technical Resource Guide to the USERRA	Booklet/manual from U.S. Department of Labor (DOL)	Procedures, regulations, stipulations, etc., available at www.dol.gov/vets/whatsnew/userraguide0903.rtf
Office of Disability Employment Policy	Web site from DOL	Basic information for employees, employers, people with disabilities, etc., and links to other resources. http://www.dol.gov/odep/
Peer Support: A Better Way to Meet Veterans' Mental Health Needs	Article in Veterans on the Road Home (National Council Magazine, July, 2008)	Concept of peer support being generalized to a variety of conditions might translate to efficacy of peer support and mentoring in employment and educational settings, available at http://www.thenationalcouncil.org/galleries/NCMagazine-gallery/NC%20Mag%20Jul%2008%20Veterans.pdf
Reintegration	Page on Real Warriors Web Site	Information and links at http://www.realwarriors.net/guardreserve/reintegration
Resources	Web-based resource from America's Heroes at Work	List of basic questions and answers and links to fact sheets, available at http://www.americasheroesatwork.gov/resources (home page is http://www.americasheroesatwork.gov/)
Returning to Work	Page on the Operation Healthy Reunions web site	Tips for employers are presented on page 2, available at http://www.mentalhealthamerica.net/reunions/infoReturnWork.cfm
Silent Barriers – On Job Trail, Veterans with PTSD fight Stigma, Misconceptions	Web-based article	Article on challenge of stigma concerning veterans with PTSD, available at http://www.allbusiness.com/medicine-health/diseases-disorders-mental-illness-anxiety/14064661-1.html
Tax Credits, Other Strategies in Works to Help Returning Vets	Article in CSG Midwest	Available at http://www.csamidwest.org/MemberServices/Publications/SLMW/2007/0307/page5.pdf
TBI, PTSD and Employment	Web-based Training	http://www.americasheroesatwork.gov/forEmployers/presentations/TBIptsd/
Telework Firm Urges Federal Training on Hiring Disabled Workers	Article in Washington Post	Ideas and examples, available at http://www.washingtonpost.com/wp-dyn/content/article/2010/03/28/AR2010032802856.html

Name of Resource	Nature of Resource	Further Information
The Business Case for Hiring People With Disabilities	Web site from Department of Labor's Earnworks program	Includes information on incentives and practicalities, available at www.earnworks.com/BusinessCase/index.asp
The Employer's Legal Obligations to Employees in the Military	Article in Graziado	Information on employment and policies, available at http://gbr.pepperdine.edu/073/veterans.html
Transitioning Tips for the Workplace	One-page resource from Ernst & Young	Suggestions for veteran employees, co-workers, and employers, available at http://www.return2work.org/
Veterans Ask Congress for Jobs Help	Video and article on Fox News online	Includes quotes from AW2 client veteran Danelea Kelly, available at http://www.myfoxdc.com/dpp/news/veterans-ask-congress-for-jobs-help-120209
Veterans with Service-connected disabilities and the ADA: A Guide for employers	Detailed resource from the EEOC	Basic information, available at http://www.eeoc.gov/facts/veterans-disabilities-employers.html
Veterans' Employment and Training Service	Web page on the U.S. Department of Labor's web site	Information on regulations, laws, resources for veterans for access to employment, available at http://www.dol.gov/vets/
Warriors to Work	On Wounded Warrior Project site	Information and resource at https://wtow.woundedwarriorproject.org/index.php?option=com_content&task=view&id=48&Itemid=65
What Can You Do? Campaign for Disability Employment	Web site	Information and ideas for employers, educators, family, and others at http://www.whatcanyoudocampaign.org/
When Workers Go To War	Article for employers in CostCo Connection	Examples of some workplace coping strategies, available at http://www.costcoconnection.com/connection/200704/?pg=21#pg21
Women Veterans in Transition	Web page on Business and Professional Women's Foundation web site	Information and links to resources on hiring female veterans, etc., at http://www.bpwfoundation.org/i4a/pages/index.cfm?pageid=5368
Workplace Warriors: The Corporate Response to Deployment and Reintegration	Think Tank report from Disability Management Employer Coalition	Accessible information and ideas for employers, available at http://groupbenefits.thehartford.com/content/marketing/workplace_warriors.pdf

Sample Resources for Employees and Job Seekers

Name of Resource	Nature of Resource	Further Information
15 Workplace Trends	2008 Summary of trends from www.hrthatworks.com	Information for career planners and job seekers, available at http://www.hrthatworks.com/free/15trends.pdf
4 Simple Strategies for Coping With Less Sleep at Work	Web article from health.com	Tips for employees with sleep problems, available at http://www.businessinsurance.com/video/2008/?t=7060511001
Army Times, Navy Times, etc.	Newspapers, with online access	Can do searches on employment, careers, education, etc. at http://www.armytimes.com/ http://www.navytimes.com/ http://www.marinecorpstimes.com/ http://www.airforcetimes.com/
Wounded Warriors Careers Resources	Page on AW2 web site	Links to many resources for warriors and families, available at http://www.aw2.army.mil/resources/index.html
Best Careers for Veterans	Book	
Best Careers for Veterans	Book	Information on job searches and transition
Bill Aims to Update, Grow Troops to Teachers	Article in Army Times online	Basic info on proposed legislation, available at http://www.armytimes.com/news/2009/10/military_troopstoteachers_102709w/
Build your career with VA	Web pages on VA web site	Information on opportunities at the VA, on http://www4.va.gov/jobs/ ,
CivilianJobs.com	Web site	Resources for service members seeking civilian employment and employers looking for employees, at http://www.civilianjobs.com/
Expert Resumes for Military-to-Civilian Transitions	Book by Wendy S. Enelow et al.	Resume-writing strategies for all kinds of careers
Helmets to Hardhats	Web site with resources	For veterans, etc. who want careers in the construction industry, at http://www.helmetstohardhats.org/
Job Links and Careers for Veterans	Web site sponsored by Veterans Enterprise	Lots of links to companies that actively recruit veterans, http://www.veteransenterprise.com/careers.html
Job Search: Marketing Your Military Experience	Book by David G. Henderson	Popular guide to job searches
Job-Seeker's Bookmarks	Online search engine that includes an emphasis on veterans and wounded warriors	Designed and maintained by NOD AW2 Career Specialist Mark Ketcham, this web-based resource includes a wide variety of resource links at http://www.mybookmarks.com/public/Job_Seeker
Military Transferable Skills	Web page on VA's VetSuccess.gov	Links to web sites that can help veterans find work for which their training and

Name of Resource	Nature of Resource	Further Information
Identification		experience has prepared them, available at http://www.vetsuccess.gov/resources/milskills/
Military Transition to Civilian Success	Book by Ron Krannich	Strategies for veterans and families, from job searches to starting a business and planning for retirement
Military-to-Civilian Career Transition Guide	Book by Janet I. Farley	For service members considering or making the transition to civilian careers
Military-to-Civilian Resumes and Letters	Book by Carl S. Savino	Includes a 6-step military-to-civilian language translation process
National Resource Directory	Online compendium of resources from Departments of Defense, Labor, and Veterans Affairs	For injured or ill service members, veterans, families, and caregivers, available at http://www.nationalresourcedirectory.gov/nrd/public/DisplayPage.do?parentFolderId=6006
Personalized Program to Help Soldiers Set Promotion, Leadership Goals	Article in Army Times online, 10/13/09	Tells of a program the Army will be rolling out in 2010, called Career Tracker, where they can do personalized searches of training, education, and professional development resources
Program Aims to Employ Disabled Veterans	Web article from WRDW.com	Information on the Veterans Curation Program (archaeology), available at http://www.wrdw.com/homeandfamily/headlines/58498582.html
Project Return2Work	Web page	Services for veterans or transitioning service members, at http://www.return2work.org/
Reintegration	Page on Real Warriors Web Site	Information and links at http://www.realwarriors.net/guardreserve/reintegration
Resumes for Former Military Personnel	Book by the editors of McGraw Hill	Resume-writing strategies for all kinds of careers
Returning to Work	Page on Operation Healthy Reunions web site	Tips for transitioning back to civilian employment, at http://www.mentalhealthamerica.net/reunions/infoReturnWork.cfm
Soldier Re-employment Rights	Article in www.soldiersmagazine.com	Brief description of what the USERRA provisions mean, available at http://www.dol.gov/vets/programs/W&IFinal0503070930.rpt.doc
Transitioning Tips for the Workplace	One page resource from Ernst & Young	Suggestions for veteran employees, co-workers, and employers, available at http://www.return2work.org/
Troops to Teachers	Web page	Counseling and referral services for military personnel, at http://www.dantes.doded.mil/dantes_Web/troopstoteachers/index.asp
Troops2Truckers	Web page	Helps veterans prepare for trucking jobs, at http://www.troops2truckers.com/
Veteran Career Network	Web site on Military.com	Search engine for connecting with other veterans in career of choice, at

Name of Resource	Nature of Resource	Further Information
		http://benefits.military.com/vcn/search.do
Veteran Careers	Web page on Military.com	Information and links to resources, available at http://www.military.com/Careers/Home/0,13373,,00.htm
Veterans Benefits for Dummies	Book by Rod Powers	Info on programs from the VA and other agencies, procedures, etc.
Veterans Employment Education and Training Programs	Web page on Military.com	Information on programs and legislation, at http://www.military.com/benefits/veteran-benefits/veterans-employment-education-and-training-programs
VETS Program Information	Web page on US Department of Labor	Lots of information on Veterans Employment and Training Service, at http://www.dol.gov/vets/programs/main.htm
VetSuccess.gov	VA-sponsored web site	Links and resources for veterans, employers, etc., at http://www.vetsuccess.gov
War Trauma Resources	PDF resource list from Raymond Monsour Scurfield, available on his web site at the University of Southern Mississippi Gulf Coast	Links and resources for veterans, service members, families, professionals, etc., available at http://www.usm.edu/socialwork/scurfield/index.php (link is at the bottom of the page, among other resources for service members, veterans, etc.)
Win at Interviewing	Web page on Military.com	Basic tips, available at http://www.military.com/Careers/Content1?file=interview_leader.htm&area=Reference

Sample Resources on the Military Culture

Name of Resource	Nature of Resource	Further Information
A Civilian's Guide to the U.S. Military	Book by Barbara Schading et al.	A comprehensive reference on military customs, language, and structure
Alive Day Memories: Home From Iraq	Video documentary	Account of wounded U.S. OIF veterans, may have some info on employment or education-related things
American Soldier	Autobiography, GEN Tommy Franks	Some information on the military culture in general
Army Times, Navy Times, etc.	Newspapers, with online access	These give a flavor of military culture
DOD Dictionary of Military Terms	Web-based resource	Search engine for military acronyms, at http://www.dtic.mil/doctrine/dod_dictionary/
Horse Soldiers: The Extraordinary Story of a Band of U.S. Soldiers Who Rode to Victory in Afghanistan	Book by Doug Stanton	Story of a unit of Special Forces soldiers, early days, Afghanistan (may have some info on military culture in general)
Military Acronyms	Web-based resource	Search engine for military acronyms, at http://www.militaryfactory.com/glossary.asp
military words.com	Web-based resource	Search engine for military acronyms at www.militarywords.com/
Operation Military Kids (Chapter 4)	Training design document	Basic information on the military culture, available at http://esd113.org/uploads/documents/studentssupport/Children%20of%20Military%20Families/ReadySetGoManual/Chapter_4_Final.pdf
Patton: The Man Behind the Legend	Book by Martin Blumenson	Includes some information on the military culture in general
Slang From Operation Iraqi Freedom	Web-based resource	Compendium of terms from OIF, at http://www.globalsecurity.org/military/ops/iraq-slang.htm
Stars & Stripes	Newspaper, with online access	Gives a flavor of military culture, at http://www.stripes.com/
State Policymakers: Military Families	Edition of Policy Briefing Series by Sloan Network	General information on military families, at http://wfnetwork.bc.edu/pdfs/policy_makers15.pdf

Sample Resources for General Audiences (service members, veterans, families, friends, communities)

Name of Resource	Nature of Resource	Further Information
After Deployment	Web site with resources	www.afterdeployment.org
America's Vet Dogs	Web site	Information about the Vet Dogs program at www.vetdogs.org
Armydomain	Web site (not affiliated with the U.S. Army)	Has information on Army careers, benefits, and links to military sites, at http://www.armydomain.com/
AW2 Resources	Resource page on the AW2 (Army Wounded Warrior) web site	Links to many resources for warriors and families at http://www.aw2.army.mil/resources/index.html
DHCC Guide for Servicemembers and Families to www.PDHealth.mil	Flier from the Deployment Health Clinical Center	Tells what's in the various sections of this site, at http://www.pdhealth.mil/downloads/Non-Provider_Guide_to_PDHealth_5Jan06.pdf
Families	Page on the Real Warriors web site	Resources and information for families, at http://www.realwarriors.net/family
For families	Page on Defense Centers of Excellence web site	Resources for families at http://www.dcoe.health.mil/ForFamilies.aspx
Guidelines for Veterans' Partners and Relatives	A resource on Ray Scurfield's web site	Tips for families, friends, co-workers, etc., available at http://www.usm.edu/socialwork/scurfield/index.php (link is near the bottom of the page)
Iraq and Afghanistan Veterans of America	Web-based resource	Information on advocacy and online community for service members and veterans at http://iava.org
Kids in Distressed Situations	Web-based resource	Donations to kids from impoverished families, at www.kidsdonations.org
Military Divorces Increasing from War Stress	Online article from Associated Press	Highlights some programs for families that are showing promise, at http://www.google.com/hostednews/ap/article/ALeqM5iTKfRx_obFCUk5GUBKTxvbY1_kvWD9C8E39O0
Military Family Resource Institute	Web site with resources	Resources for service members, veterans, and families at http://www.mfri.purdue.edu/
Military One Source	Web site with resources	Comprehensive resources for military members, veterans, and families, at http://www.militaryonesource.com/
New TRICARE Video Counseling	Online TRICARE news release on	Has information on resources available to families at

Name of Resource	Nature of Resource	Further Information
Can Help Military Families See “Eye to Eye” With Their Problems	The Military Family Network	http://www.emilitary.org/article.php?aid=14871
Notalone.com	Web site	Has some reintegration insights, at www.notalone.com
Operation Home Front	Web site with resources	At www.operationhomefront.net
Resources for Veterans and the General Public	Page on the National Center for PTSD web site	Links, information, and resources available at http://www.ptsd.va.gov/public/index.asp
Tears of a Warrior: A Family's Story of Combat	Book by Janet and Anthony Seahorn	Available at no cost from the Purple Heart Foundation, information at http://www.mophsf.org/shoppingcart/products/Tears-of-a-Warrior:-A-Family%27s-Story-of-Combat-by-Janet-and-Anthony-Seahorn.html
Veterans Benefits for Dummies	Book by Rod Powers	Information on programs from the VA and other agencies, procedures, etc.
Veterans on the Road Home	Special Edition, National Council Magazine	Many brief summary articles on reintegration issues, available at http://www.thenationalcouncil.org/galleries/NCMagazine-gallery/NC%20Mag%20Jul%2008%20Veterans.pdf
War Fighter Diaries	Social support network	For Service Member resilience during deployment, with resources for families, at www.warfighterdiaries.com
War Trauma Resources	PDF resource list from Raymond Monsour Scurfield, available on his web site at the University of Southern Mississippi Gulf Coast	Links and resources for veterans, service members, families, professionals, etc., available at http://www.usm.edu/socialwork/scurfield/index.php (link is at the bottom of the page)
Warrior Transition Command Blog	Blog on WTC web site	Press-release-style articles on services offered by WTC, and on events featuring WTC leadership, personnel, etc., available at http://wtc.armylive.dodlive.mil/blog/
Welcome Back Veterans	Web site with resources	Links, information, and other resources at www.welcomebackveterans.org
Wounded Warrior News	Page on Military.com web site	Links to articles and resources on www.military.com/wounded-warriors

Sample Resources on Access to Services and Benefits

Name of Resource	Nature of Resource	Further Information
34 th IRI: When Johnny (or Jeannie) Comes Marching Home...and Back to Work	Book-length report from the Institute on Rehabilitation Issues	Primarily designed for policy level and systems-coordination efforts, but includes some information that would be useful for employers, available at http://www.gwu.edu/~iri/pdf/34th%20IRI%20Final.pdf
A “Hard-Boiled Order”: The Reeducation of Disabled WWI Veterans in New York City	Article, Journal of Social History	Historical perspective on policy and its results, available at http://findarticles.com/p/articles/mi_m2005/is_1_39/ai_n15696941/
Armydomain	Web site (not affiliated with the U.S. Army)	Has information on Army careers, benefits, and links to military sites, at http://www.armydomain.com/
DHCC Guide for Servicemembers and Families to www.PDHealth.mil	Flier from the Deployment Health Clinical Center	Tells what’s in the various sections of this site, at http://www.pdhealth.mil/downloads/Non-Provider_Guide_to_PDHealth_5Jan06.pdf
Federal Benefits for Veterans, Dependents and Survivors	Manual	Information on policies covering a wide variety of benefits, available at http://www1.va.gov/opa/publications/benefits_book/federal_benefits.pdf
Lawyers Serving Warriors	Project of the National Veterans Legal Services Program	Free legal representation in disability, discharge, and veterans benefits for OIF/OEF Service Members and veterans, at http://www.lawyerservingwarriors.com/
National Resource Directory	Online partnership for wounded, ill, and injured service members and veterans, families, and others who care	List of organizations, links, and other resources, at http://www.nationalresourcedirectory.gov/employment/employer_resources/laws_and_regulations
PTSD: New War on an Old Foe	Newsweek internet article	Info on changes underway at the VA to improve access, at http://www.newsweek.com/2009/09/30/ptsd-new-war-on-an-old-foe.html
The American Veterans and Servicemembers Survival Guide	Extensive manual on access to benefits and services, developed by Veterans for America	Comprehensive guide Now accessible from the Veterans legal Services program web site, http://www.nvlsp.org/ exact URL: http://www.nvlsp.org/images/Survival%20Guide-102309.pdf
TRICARE Behavioral Health Care Services	Flier from DOD	Basic information on TRICARE coverage, etc. with contact information for regional and national resources, http://www.tricare.mil/MentalHealth/PDFs/BHC_Flyer_L.pdf

Name of Resource	Nature of Resource	Further Information
VA Benefits for Servicemembers	Flyer from the VA	In question-and-answer format, at http://webcache.googleusercontent.com/search?q=cache:rntdN4JLYFoJ:www.vba.va.gov/VBA/benefits/factsheets/general/servicemembers.doc+%22VA+Benefits+for+servicemembers%22&cd=1&hl=en&ct=clnk&gl=us
Veterans Benefits for Dummies	Book by Rod Powers	Information on programs from the VA and other agencies, procedures, etc.
Veterans Benefits Timetable	Flier from VA	Information for veterans recently separated from active service, available at http://www.vba.va.gov/pubs/forms/VBA-21-0501-ARE.pdf
Veterans on the Road Home	Special Edition, National Council Magazine	Many brief summary articles on reintegration issues, available at http://www.thenationalcouncil.org/galleries/NCMagazine-gallery/NC%20Mag%20Jul%2008%20Veterans.pdf
Virginia is for Heroes	Two conference reports based on a multi-system policy development effort	Lots of information on that state's efforts toward system coordination and access to services, etc., available at http://www.dvs.virginia.gov/downloads/rptsnpubs_VirginiaisforHeroesConferenceReport.pdf and http://www.naus.org/news/documents/VirginiaisforHeroesConferenceReport_2010.pdf
War Trauma Resources	PDF resource list from Raymond Monsour Scurfield, available on his web site at the University of Southern Mississippi Gulf Coast	Links and resources for veterans, service members, families, professionals, etc. http://www.usm.edu/gc/health/scurfield/files/War-trauma-resources-Updated-11-12-09.pdf
Warrior Transition Command Blog	Blog on WTC web site	Press-release-style articles on services offered by WTC, and on events featuring WTC leadership, personnel, etc., soliciting information from wounded warriors http://wtc.armylive.dodlive.mil/blog/
Your TRICARE Benefits Explained	Web page on Military.com Benefits	Basic information, at http://www.military.com/benefits/tricare/understanding-your-tricare-benefits

The “America’s Best” Series

The “America’s Best” series was originally conceived by Basil Whiting, a senior fellow at the National Organization on Disability and former program director for the NOD Army Wounded Warrior Career Demonstration Project (Wounded Warriors Careers).

Early in the 2008 start-up phase of Wounded Warriors Careers, the NOD Career Specialists informed Basil that they had no useful materials or guidance that they could provide to those in educational institutions or training organizations (teachers, trainers, classmates) or in workplaces (employers, supervisors, co-workers) about the nature of Post Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI). More important, there seemed to be little if any practical information about ways in which those in classrooms and workplaces could help veterans with these afflictions succeed in their education, training, or work. In the absence of clear, positive, practical information and guidance, many educators/employers, etc. were reacting to sensationalized press accounts about sometimes-problematic behaviors on the part of veterans with PTSD and/or TBI. These conditions did not bode well for veterans seeking jobs or educational/training opportunities.

Since it was the mission of NOD’s Wounded Warriors Careers project to help wounded veterans and their family members succeed in education, training, and work, Basil quickly surveyed the available materials. That effort revealed that the resources that existed at the time were fragmented, limited, sometimes too technical, and generally inadequate for these purposes. Although excellent resources were available, they tended to focus on limited aspects of the topic, requiring that educators/employers/trainers gather and synthesize information from a number of sources—something that most would not have the time or the motivation to do.

NOD needed to mount a project to develop the kind of practical, laymen’s materials needed by NOD and others working with injured veterans. Basil wrote a paper outlining what was needed and why; allocated modest NOD consulting funds for it; recruited Pam Woll (author) and Celia Straus (project manager, editor, and contributor) to develop these products; and contracted with Barbara Van Dahlen of Give an Hour™ to direct the project, oversee the work of the consultants and volunteers involved, and ensure the technical accuracy of product contents. Throughout the life of this project, Mr. Whiting continued to work as an active colleague, guide, and mentor.

The “America’s Best” series took more than two years from conception to completion, and during that time others have produced valuable information in response to the same perceived need. We believe that these NOD/GAH products hold an important place in that limited array of practical resources and would welcome the comments and reaction of the readers and users of these products.

Acknowledgments

Under the leadership of Carol A. Glazer, President, The National Organization on Disability has sponsored and provided funding for this project. Under the leadership of Barbara Van Dahlen, PhD, Founder and President, Give an Hour™ has directed and carried out the development of these materials.

As mentioned in the previous section, Basil Whiting of NOD conceived and funded the project and continued to serve as advisor and mentor, providing everything from enthusiastic encouragement to meticulous subject matter and editorial support. In the development process, Dr. Van Dahlen served in the role of Project Director, providing thoughtful editing of all drafts and invaluable knowledge and technical expertise from many perspectives, including that of the clinician working with PTSD, TBI, and other combat stress effects. As Project Manager and Editor, Celia Straus, MA provided tireless and insightful mentorship, encouragement, and editorial expertise.

The writing and compilation of these materials was the work of many hands, including the following:

- Consultant Pamela Woll, MA, CADP researched and wrote two of the booklets in this series (*Teaching America's Best* and *Hiring America's Best*), developed or compiled many of the additional Tools, and compiled the resource booklet, *Learning about America's Best*.
- Project Manager and Editor Celia Straus, MA also wrote the boxed-in stories and examples of veterans' experiences in *Teaching America's Best* and *Hiring America's Best*. She originated development of the project with Basil Whiting and contributed content and editorial guidance based on her research and writing of her book, *Hidden Battles on Unseen Fronts: Stories of American Soldiers With Traumatic Brain Injury and PTSD* (Casemate, 2009).
- Give an Hour™ student volunteer Micheline Wijtenburg, MS made a significant contribution to this effort by interviewing a variety of subject matter experts and writing the booklet entitled *Preparing America's Best*. Volunteer Ellen Gibson also contributed one of the interviews to this effort.
- A number of the resources listed in *Learning about America's Best* were contributed through the "DMEC Workplace Warrior – Think Tank 2007 Resource List" developed by the Disability Management Employer Coalition.
- Two of the Tools for educators and trainers ("Strategies for Improving Attention" and "Strategies for Improving Memory") were compiled by Jason Demery, PhD, neuropsychologist at the North Florida/South Georgia VA Medical Center
- The Tool entitled "Accommodations for Learning Challenges" was developed by Duane E. Dede, PhD, Valerie Pitzer, PhD, and Susan Swiderski at the University of Florida.

One additional reviewer, Mary E. Dolan-Hogrefe, MA, Director of Public Policy for the National Organization on Disability, also contributed her expertise to the effort.

For the gathering of resources to build these materials—particularly for the overview of resources presented in *Learning about America's Best*—Give an Hour™ drew from its large pool of dedicated volunteers. Seventeen volunteers were assigned to help on this project, in most cases with the literature search process. The volunteers who contributed to these efforts were Jill Anderson, Mark Brayer, Hillary Bilford, Susan Buckmaster, Staci Bullard, Katherine De Launay, Gabriel Feldmar, PhD, Geri Hart, Kate Hurley, Sarah McCumiskey, Lisa Prudenti, Leonora Rianda, Daniella Saunders, Sarah Smith, Christina Trefcer, Micheline Wijtenburg, MS, and Paul Weaver. In her role as Project Manager and Editor, Celia Straus organized, oriented, and managed this volunteer pool.

The twelve subject-matter experts interviewed for *Preparing America's Best* gave graciously of their time and expertise. Their ideas and insights not only made *Preparing America's Best* possible, but also informed the development of the other booklets and Tools in the series. These leaders included:

- Marcia Carruthers, MBA, ARM, CPDM, Co-founder, President, and CEO, Disability Management Employer Coalition (DMEC)
- Dr. Jason Demery, Neuropsychologist, North Florida/South Georgia VA Medical Center
- L. Tammy Duckworth, MA, Assistant Secretary for Public and Intergovernmental Affairs, U.S. Department of Veterans Affairs
- Carol Harnett, MS, Clinical Physiologist, Assistant Vice President and National Disability and Life Practice Leader, Group Benefits Division, The Hartford
- Ilona Meagher, Editor, *PTSD Combat: Winning the War Within* and Author, *Moving a Nation to Care: Post-Traumatic Stress Disorder and America's Returning Troops*
- Patrick O'Rourke, Retired Army Lieutenant Colonel, Director of Veteran Affairs, California State University, Long Beach
- Gary Profit, Senior Director, Military Programs, Walmart
- Michael Reardon, Senior Policy Advisor, Office of Disability Employment Policy, U.S. Department of Labor and Manager, America's Heroes at Work
- Ed Veiga, Vice President, Strategic Communication and Development, Military Child Education Coalition
- Garland Williams, Associate Regional Vice President, Military Division, University of Phoenix
- Mary Yonkman, Chief Strategy Officer, The Mission Continues and Co-author, *All Volunteer Force: From Military to Civilian Service*

Of course, this selection represents only a few of the many leaders who are contributing to these vital efforts. Thanks are due to all of the dedicated and creative souls who have made this mission their own.

Thanks are also due to the Veterans Club members at Northern Illinois University who met with Ilona Meagher and Pam Woll to talk about their group's excellent work and their ideas for effective approaches, and to former club president JD Kammes for his generous and insightful interview.

The most significant acknowledgment goes to the service members and veterans who have offered their experiences and insights to this process, and to all the brave men and women who have served our country in the theater of war. They have persevered through hardship, injury, challenges in reintegration, and often-formidable obstacles to education and employment. From the veterans of past wars whose reintegration struggles have taught us a sobering lesson to the current generation of service members and veterans whose story is still being written, all have inspired and informed this project. Words are not sufficient to express our gratitude for their service and for their continuing courage and dedication.

Sponsorship, Direction, and Authorship

Although the “America’s Best” series was inspired by and focused on a single mission—helping service members and veterans succeed in the civilian world—it was created with the help of many hands. This section provides more information on the organizations and individuals who have played central roles in this process.

Organizational Sponsorship and Direction

The National Organization on Disability (Project Sponsorship)

The National Organization on Disability (NOD) is a private, non-profit organization that promotes the full participation of America’s 54 million people with disabilities in all aspects of life. In 2006 NOD narrowed its focus to increasing employment opportunities for the 67 percent of working-age Americans with disabilities who are unemployed.

With programs on the ground, the National Organization on Disability is demonstrating new employment practices and models of service delivery, evaluating results, and sharing successful approaches for widespread replication. NOD is conducting research on disability employment issues, including the field’s most widely used polls on employment trends and the quality of life for people with disabilities. And the organization’s subject matter experts in disability and employment provide consulting services to public agencies and employers seeking to harness the unique talents that people with disabilities can bring to the workforce.

To achieve its goals, NOD works in partnership with employers, schools, the military, service providers, researchers, and disability advocates. Current employment programs are benefiting high school students with disabilities transitioning into the workforce, seriously injured service members returning from Iraq and Afghanistan, employers seeking to become more disability friendly, and state governments engaged in policy reform.

Founded in 1982, NOD is the oldest cross-disability organization in the country. To this day, the National Organization on Disability remains one of few organizations committed to representing all Americans with disabilities, regardless of their particular conditions or circumstances.

Give an Hour™ (Project Direction)

Give an Hour™ (GAH) is a nonprofit 501(c)(3) organization, founded in September, 2005 by Dr. Barbara Van Dahlen, a psychologist in the Washington, DC area. The organization’s mission is to develop national networks of volunteers capable of responding to both acute and chronic conditions that arise within our society.

Currently, GAH is dedicated to meeting the mental health needs of the troops and families affected by the ongoing conflicts in Iraq and Afghanistan. Give an Hour’s™ volunteers provide counseling to individuals, couples and families, and children and adolescents. GAH offers treatment for anxiety, depression,

substance abuse, post-traumatic stress disorder, traumatic brain injuries, sexual health and intimacy concerns, and loss and grieving.

In addition to direct counseling services, Give an Hour's™ providers are working to reduce the stigma associated with mental health issues by participating in and leading education, training, and outreach efforts in schools and communities and around military bases.

With increasing frequency, GAH has been featured and Dr. Van Dahlen has been interviewed in countless articles, television segments, and radio casts, as the mental health needs of the troops have become strikingly apparent.

Individual Contributions

Carol Glazer (Project Sponsor)

Carol Glazer joined the National Organization on Disability (NOD) in July, 2006 as the Executive Director of its National EmployAbility Partnership. She became NOD's President in October, 2008. Under her leadership, NOD has doubled its revenues and increased net assets by more than 300 percent; increased its focus on employment by a factor of ten; and developed important new relationships with the US Army, leading employers, national and local foundations, scores of new corporate donors to its programs, and the CEO Council. She put in place NOD's signature employment demonstrations, Wounded Warrior Careers and Bridges to Business.

For seven years prior to joining NOD, Ms. Glazer was a program development and management consultant to foundations, universities, and nonprofit organizations working to improve conditions in inner-city communities. Before that, she held positions as Vice President and Chief Operating Officer for the Edna McConnell Clark Foundation and Senior Vice President for National Programs for the Local Initiatives Support Corporation (LISC), where she served on a five-member senior management team that grew the organization from a staff of forty with \$10 million in assets to a \$3-billion, 500-staff bank with 36 field offices.

Ms. Glazer holds a Master's Degree in Public Policy from Harvard's John F. Kennedy School of Government. She has two children, one of whom was born with hydrocephalus and has physical and cognitive disabilities.

Barbara Van Dahlen (Project Director)

Barbara Van Dahlen, president of Give an Hour™, is a licensed clinical psychologist practicing in the Washington, DC area for 20 years. A specialist in children's issues, she served as an adjunct faculty member at George Washington University. She received her PhD in clinical psychology from the University of Maryland in 1991.

Concerned about the mental health implications of the Iraq War, Dr. Van Dahlen founded Give an Hour™ in 2005 to provide free mental health services to U.S. troops, veterans, and their loved ones. Currently, the organization has 5,000 providers nationwide.

Dr. Van Dahlen frequently participates in panels, conferences, and hearings on issues facing veterans. Recently, she was named among “50 Women Changing the World” by *Woman’s Day* magazine and was named a 2010 recipient of the Maryland Governor’s Volunteer Service Award. She also writes a monthly column for *Veterans Advantage* and has contributed to a book on post-traumatic stress and traumatic brain injuries. She has become an expert on the psychological impact of war on troops and families.

Basil Whiting (Project Originator and Advisor)

Basil Whiting has more than 45 years of line and staff leadership in the public and private sectors, for both nonprofit and for-profit organizations. Mr. Whiting served for five years in U.S. Army Counter-Intelligence and attained the rank of Captain. Upon returning to civilian life, he earned his master’s degree in 1967 from Princeton University’s Woodrow Wilson School of Public and International Affairs. He then spent nine years as Senior Program Officer at The Ford Foundation, in charge of workforce and community development programs, among other responsibilities.

Mr. Whiting served for four years as Deputy Assistant Secretary of Labor for OSHA throughout the Carter Administration, after which he spent six years consulting to management and labor on joint teamwork efforts to improve work life, productivity, quality, and organizational performance. From 1987 to 1991 he implemented such concepts in his role as Vice President, Human Resources for the Long Island Rail Road, the nation’s largest commuter railroad.

In 1991, Mr. Whiting returned to consulting, working with foundations, non-profits, and business groups. For more than a decade, he worked with the nonprofit arm of the National Association of Manufacturers, helping the peer structure of employer organizations engage more effectively in workforce development. Mr. Whiting joined NOD in 2006.

Celia Straus (Project Manager and Editor)

Celia Straus is a writer/producer for print, video, and new media, with special expertise in the fields of adolescents, mental health, military issues, and disaster response and crisis training. She is the author of *Hidden Battles on Unseen Fronts, Stories of American Soldiers with PTSD and TBI* (Casemate Publishing, April, 2009).

Celia is also a nationally known author and workshop facilitator on adolescent girls and spiritual parenting. She has authored three books: The national bestseller, *Prayers on My Pillow, Inspiration for Girls on The Threshold of Change* (Ballantine 1998); *More Prayers On My Pillow, Words of Comfort and Hope for Girls On The Journey To Self* (Ballantine 2000); and *The Mother Daughter Circle, Making Lifelong Connections With Your Teenager* (Ballantine, 2003) www.motherdaughtercircle.com.

Celia is a graduate of Mary Washington College of the University of Virginia and holds a master’s in Literature from Georgetown University. She lives in Washington, DC.

Pamela Woll (Author)

Pamela Woll is a Chicago-based consultant in writing, training, and instructional development. Pam has been writing books and manuals in addiction treatment, prevention, mental health, and other human

service fields since 1989, on topics including stigma reduction, strength-based treatment, resilience, trauma, depression, cultural competence, addicted families, violence, and disaster human services. She received her bachelor's degree from Bradley University in 1975 and her master's from DePaul University in 1995.

Since 2007, Pam's primary focus has been on trauma, resilience, neurobiology, and the needs of service members and veterans. Her most recent works include *Resilience 101: Understanding and Optimizing Your Stress System*, a workbook for service members and veterans; and *The Power and Price of Survival: Understanding Resilience, Stress, and Trauma*, a workbook for general audiences, both published by her own organization, Human Priorities. Other recent works include the *Finding Balance After the War Zone* manual for civilian clinicians, co-published by Human Priorities and the Great Lakes Addiction Technology Transfer Center (ATTC); and *Healing the Stigma of Addiction: A Guide for Helping Professionals*, published by the Midwest AIDS Training and Education Center and the Great Lakes ATTC.

At the other end of the spectrum, Pam is also the author of the *How to Get the Piranhas Out of Your Head* booklet and workbook. You can find many of Pam's materials at <http://xrl.us/humanpriorities>, and most are available for free download.

Micheline Wijtenburg (Author, *Preparing America's Best*)

Micheline Wijtenburg received a bachelor's degree from Florida State University and non-terminal master's degree in Clinical Psychology from Nova Southeastern University. Currently she is a doctoral clinical psychology trainee and is on internship at the Oklahoma Health Consortium, University of Oklahoma.

Micheline has clinical experience with both inpatient and outpatient populations. She has gained experience working with adolescents, adults, and older adults. Micheline formerly worked as a practicum therapist at the Healthy Lifestyles/Guided Self-Change Clinic, The Renfrew Center, and the Psychological Assessment Center. Her areas of interest include compulsive and addictive behaviors, co-occurring disorders, trauma, and psychological and neuropsychological assessment.