

# NATIONAL COUNCIL STRATEGIC PLAN 2011-2015



BOY SCOUTS OF AMERICA®



# Introduction



As our first century of Scouting comes to a close, I am delighted to share with you our 2011–2015 National Council Strategic Plan. This document represents the confluence of our vital mission with a clear corporate direction and will be the cornerstone for our second century of Scouting. I am particularly proud of the grassroots support and feedback given by Scouters throughout the country that provided guidance as we developed objectives and goals that are in direct support of local councils. This investment made in setting our course may well be one of the most significant accomplishments in the history of our movement.

The National Council is committed to following this strategic direction with a very formal process; allocating manpower and financial resources appropriately, and setting course corrections as the environment dictates. The stakes are simply too high to put forth anything but our best effort.

I offer my personal thanks to Steve Weekes, the Strategic Planning Steering Committee, and the hundreds of volunteers and BSA employees whose extraordinary passion and talent have led us to the doorstep of our second century.

A handwritten signature in black ink, reading "Robert J. Mazzuca". The signature is fluid and cursive, with the first name being particularly prominent.

Robert J. Mazzuca  
Chief Scout Executive



Once again, I am reminded of the challenges and rewards that come with active participation in Scouting. The development of the 2011–2015 National Council Strategic Plan has proven to be an interesting and satisfying experience for me, and I am extremely grateful for the efforts everyone has made to contribute to our exciting new plan.

Over the past 15 months, our 39-member Strategic Planning Steering Committee met four times, and the “pillar” subcommittees participated in many additional meetings and conference calls. Throughout this process, we formally engaged our local councils and National Executive Board members four times, seeking their input and advice. The feedback from more than 1,500 of our members proved to be invaluable, and after numerous drafts, our steering committee completed a plan outlining seven pillars, 26 objectives, and 104 specific goals which are to be accomplished over the next five years.

It is important that all of us understand that the goals in this plan are for the National Council. Included are goals that will provide direct support to local councils and goals that will help create an environment across the country that is conducive to the success of Scouting.

To help local council strategic plans link to the National Council plan, an interactive, online strategic planning tool titled “My Council Plan” has been developed. By using this tool, including its business report card, SWOT analysis, and focus area self-assessments, local councils can work to align their strategic plans with the seven pillars and respective vision statements.

We have a bright, exciting future in Scouting, and this new plan will guide us to higher levels of service to our nation as we begin our second century.

A handwritten signature in black ink, reading "Steven E. Weekes". The signature is fluid and cursive, with the first name being particularly prominent.

Steven E. Weekes  
Chairman  
Strategic Planning Steering Committee



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# NATIONAL COUNCIL STRATEGIC PLAN 2011-2015

## **MISSION OF THE BOY SCOUTS OF AMERICA**

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

## **THE SCOUT OATH**

On my honor, I will do my best to do my duty to God and my Country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

## **THE SCOUT LAW**

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

## **DESIGNED FUTURE STATEMENT**

In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to America's young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity, and shapes our nation by developing responsible citizens.



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# 2011–2015 STRATEGIC PILLARS

## **IMPACT & PARTICIPATION:**

Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

## **RESOURCES & FINANCES:**

The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

## **BUILDING OUR BRAND:**

The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

## **DYNAMIC & RELEVANT PROGRAM:**

Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

## **INNOVATION & TECHNOLOGY:**

Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

## **YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS:**

The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

## **LEADERSHIP EXCELLENCE & CULTURE:**

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.



# IMPACT & PARTICIPATION

## OUR VISION

**Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.**

### National Council Strategic Objectives & Goals

**Objective I: The BSA measures its success by the increase in the positive, difference-making impact it has in the lives of youth.**

**Strategies to Achieve the Objective:**

- Develop new metrics for measuring the outcomes of Scouting in youth, families, and communities.
- Articulate our new focus on Scouting outcomes to our membership, employees, and the public.
- Revise recognition and reward programs to reflect our new focus on Scouting outcomes.

**Specific Goals:**

1. We have developed a new definition of success, including a set of clear, measurable outcomes for the Scouting program, and have implemented new metrics for assessing the performance of BSA employees and volunteers. [May 2012]
2. In coordination with our councils, we have newly defined success for units, districts, and councils using a balanced scorecard approach that measures mission impact, customer satisfaction, and financial sustainability. [December 2013]
3. We have developed and introduced a communication structure for both gathering and disseminating to our membership insightful and useful feedback and information from our chartered organizations and key community institutions (e.g., schools and churches) about how and where Scouting can best support the needs of the youth and communities it serves. [December 2012]

**Objective II: The BSA has increased its market share at all levels (unit, district, council, and national) through a robust and comprehensive approach to diversity and inclusion of minorities, women, and other underserved groups.**

**Strategies to Achieve the Objective:**

- Incorporate ethnic diversification of our membership into the BSA definition of success.
- Ensure that the National Executive Board and local council executive boards reflect the ethnic diversity of the geographical areas they serve.
- Clearly identify our ethnic market share in all communities and seek to increase that market share.

**Specific Goals:**

1. We have implemented a tracking system for more effectively measuring ethnic and other desired demographics of BSA youth membership, and have established appropriate benchmarks for minimum and desired performance at the local, council, and national levels. [December 2011]
2. We have recruited ethnically diverse, qualified, and committed individuals in proportion to our demographics onto the National Executive Board and regional boards, thereby providing a model for local councils. This effort provides better representation of our intended BSA membership. [May 2012]
3. In partnership with our councils, we have developed and implemented strategies, including market segmentation, to increase market share in councils with high minority representation, specifically focusing on African American, Asian, and Hispanic youth and adults. After establishing a baseline by developing demographic tracking capability in ScoutNet, we have achieved four years of increasing market share in each of these target minority groups, beginning in 2012. [December 2012]
4. We have altered BSA professional employee personnel evaluations, development, and recognitions to include ethnic membership diversification as a key metric for each council. [December 2012]

**Objective III: The BSA has increased its net membership by retaining youth in the Scouting program longer.**

**Strategies to Achieve the Objective:**

- Determine the drivers of retention.
- Streamline the registration and transition process to facilitate long-term participation.
- Evaluate retention processes and tools, and reward actions that encourage youth and adult retention.

**Specific Goals:**

1. We have provided volunteers and youth-serving executives with new, innovative, and reliable measurement tools, strategies, reward systems, and resources to support individual units in increasing member retention from year to year. [December 2011]
2. The retention rate of BSA youth membership has increased to 75 percent from 69.5 percent in 2008. [December 2015]
3. We have developed and introduced a new comprehensive leader selection and support process that focuses on positively impacting the first year of a new member's experiences. [June 2012]
4. We have transformed the membership registration and transition process so that individuals within the same council may move seamlessly between Cub Scouts, Boy Scouts, and/or Venturing without having to reregister when they change programs. [December 2013]

**Objective IV: The BSA has introduced more comprehensive national recruiting strategies, bringing in an increased number of youth to participate in the dynamic and exciting programs of Scouting.**

**Strategies to Achieve the Objective:**

- Employ new comprehensive national recruiting strategies.
- Match BSA recruitment strategies to the interests, needs, and wants of our customers (parents and families) and consumers (youth).
- Create a culture of volunteers recruiting youth.

**Specific Goals:**

1. In cooperation with others, we have completed a thorough best-practices assessment of reliable youth and adult recruitment practices in the BSA and in other nonprofit youth-serving organizations, and have shared the results with local councils. [December 2011]
2. We have designed and implemented across the organization a new, volunteer-led youth recruitment and recognition strategy for Cub Scout-age youth, focusing particular attention on providing strong program support during the first year of membership. [May 2012]
3. We have developed and introduced relevant and impactful metrics for measuring, evaluating, and recognizing membership growth, accounting for council-specific demographics, current market share, and other environmental factors. [January 2011]
4. We have enabled and simplified youth and volunteer recruiting at all levels using the Internet and other advanced technological methods and tools. [May 2011]
5. We have increased total BSA youth enrollment (Cub Scouting, Boy Scouting, and Venturing) by 500,000 members, going from the 2009 level of 2,790,632 to 3,290,632. [December 2015]

**Objective V: Councils and units have tools and metrics to effectively assess their performance against the BSA's commitment to positively impact youth and adults and to deliver tangible outcomes as a result of their being in Scouting programs.**

**Strategies to Achieve the Objective:**

- Support local council leadership with management information and tools they need to drive the success of the BSA.
- Ensure that all councils are highly effective in support of their units.

**Specific Goals:**

1. We have fully implemented the Council Strategic Management Program across the organization so that *all* councils are focusing on the standard key performance indicators, utilizing the strategic planning tools and processes, and receiving system-wide level three services, where appropriate, from national personnel as well as local councils.\* [December 2011]  
*\*A level three service delivery model is designed to allocate levels of service in direct proportion to key indicator performance levels. For example, in the traditional approach to commissioner service, each district is expected to have one commissioner for every three units, or a 1:3 ratio. Under a level three service model, a district might have a ratio as low as 1:1 for its lowest performing units and as high as 1:10 for its highest performing units.*
2. We have developed and introduced a new recognition system for measuring effective and excellent performance at the unit, district, council, and national levels that ties councils and council leadership performance directly to the key performance indicators of the Council Strategic Management Program. [May 2012]
3. We have developed and introduced a unit health measurement tool for unit leaders, unit commissioners, and/or youth-serving executives to assess a unit's strengths, weaknesses, opportunities for growth, and threats to long-term viability, including elements such as unit program planning and execution, meeting quality, the percentage of adult leaders trained, and the ratio of older to younger boys. [May 2013]
4. We have enhanced the possibility for units to succeed by ensuring they are receiving the necessary support from highly effective councils. Alternative and/or new council business models are being utilized when necessary. [December 2012]



## RESOURCES & FINANCES

### OUR VISION

**The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.**

### National Council Strategic Objectives & Goals

**Objective I: The BSA is financially secure at all levels due to robust and sustainable funding models that address the current and future needs of all operating, capital, and endowment funds.**

#### Strategies to Achieve the Objective:

- Identify and access additional diverse and sustainable sources of operating funds to avoid overreliance on any particular source. Evaluate key financial performance indicators from each council, using analysis to identify necessary resources for 2011–2015.
- Define expectations for and provide local councils with resources and support to build endowment funds so endowment earnings may contribute significantly to annual council operating budgets.

#### Specific Goals:

1. The National Council and each local council are financially stable with balanced budgets, appropriate cost structures, and additional funding models. [December 2015]
2. Each local council has completed a business plan performance assessment using the national guidelines for council business plan performance as one important metric. [June 2012]
3. We have developed operating performance guidelines, along with “boots on the ground” support, to help council and area management develop and evaluate council business plan performance from a local, market-driven perspective. [September 2011]
4. We have developed and rolled out a new five-year major gifts emphasis (including endowment) that includes trained staff and vice presidents of major giving at both the council and area levels. [June 2011]
5. All councils have participated in a self-assessment to evaluate their current business models. The self-assessment includes conversations with neighboring councils about financial strength and potential boundary realignments, mergers, and/or sharing services. [December 2013]

**Objective II: The BSA smartly and effectively manages and leverages its resources (e.g., property, facilities, finances, members, and intellectual property) to provide local councils and the National Council with new avenues for revenue growth and operating cost containment.**

**Strategies to Achieve the Objective:**

- In collaboration with local councils, leverage our relationships and intellectual property for new avenues of revenue generation and/or civic and community partnerships.
- Exploit economies of scale through cooperative purchasing.
- Provide specialized shared-service models for use across council boundaries (e.g., special events, camping, activities, and production within a defined area).

**Specific Goals:**

1. The National Council, in frequent partnership with local councils, has raised \$500 million. Those funds are being used to develop The Summit: Bechtel Family National Scout Reserve and to support national initiatives to increase local council growth capacity. [December 2015]
2. The National Council has engaged in revenue and funding ventures that include intellectual property, BSA products, image placement, and icon campaigns. Local councils are significant beneficiaries of the funds generated. [December 2013]
3. The National Council has piloted and delivered a useful model for exploiting economies of scale and/or the use of shared services to reduce individual council expenses. [June 2012]
4. The National Supply Group continues to develop local, market-driven resource toolkits for helping council Scout shops maximize revenue opportunities, and is providing support and coaching for council retail operations. Eligible councils whose Scout shop operations do not produce at least an 8 percent return on net sales have been given an opportunity to become national Scout shop operations (to the extent that National Council resources are available). [December 2011]
5. Where appropriate, councils have had the opportunity to talk with a representative from the BSA Treasury Department about the advantages of involvement with the Endowment Limited Partnership. [June 2012]

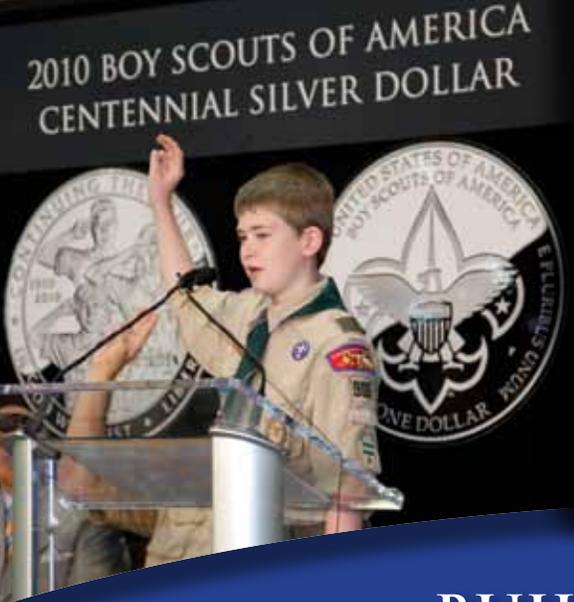
**Objective III: The BSA is committed to the highest standards of stewardship, governance, and transparency.**

**Strategies to Achieve the Objective:**

- Ensure that council executive boards have the personnel capacity to help their councils succeed.
- Ensure that all councils embrace an enterprise risk management methodology.
- Enhance governance understanding and financial management training throughout the organization.

**Specific Goals:**

1. Each council executive board has established an audit committee that is in compliance with guidelines outlined in the AICPA Audit Committee Charter Matrix and that includes at least one member who is a trained and experienced professional accountant. [December 2011]
2. Each council executive board has an investment or portfolio committee chair who is experienced in modern portfolio management. [December 2011]
3. The National Council has implemented an enterprise risk management program by December 2011, and we have created a framework for local council development of enterprise risk management fundamentals. [December 2012]
4. We have developed a comprehensive board governance and financial management training opportunity for top volunteer and professional leadership at all levels of the organization. [December 2013]



# BUILDING OUR BRAND

## OUR VISION

**The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.**

### National Council Strategic Objectives & Goals

**Objective I: Scouting is “cool” with youth.**

**Strategies to Achieve the Objective:**

- Position Scouting to appeal to today’s youth.
- Embed Scouting in youth culture.

**Specific Goals:**

1. We have completed and analyzed an attitude, awareness, and usage study on the perceptions of Scouting among various segments of youth. [March 2011]
2. We have conducted the first meeting of a youth advisory panel to provide continuous feedback with a youth perspective. [August 2012]
3. We have completed a three-year, youth-targeted media campaign that has significantly improved youth awareness of and attitudes toward Scouting\*. [May 2014]  
*\* Target audiences are to be selected by April 2011.*
4. We have leveraged Scouting’s image in the market through strategic partnerships with at least three major youth-focused organizations and/or companies, such as Major League Baseball and the National Football League. [May 2013]
5. The BSA has developed a product and brand placement strategy, sized to market capacity, to place Scouting-branded products and elements into media and retail channels. [May 2013]

**Objective II: The BSA brand is recognized and valued nationally and locally across targeted audience segments.**

**Strategies to Achieve the Objective:**

- Strengthen, broaden, and deepen the brand identity of the BSA.
- Extend core brand elements and leadership across the organization.

**Specific Goals:**

1. We have fully articulated the message platforms and target audiences of both the BSA's primary programs (Cub Scouting, Boy Scouting, Varsity Scouting, Venturing, Sea Scouting, and Exploring) and its sub-brands (e.g., Philmont, the Order of the Arrow, and the National Scouting Museum).\* [April 2012]  
*\* The message platforms have been defined by May 2010.*
2. In the 2015 Cone Nonprofit Power Brand 100 report (or another survey selected in 2010), the BSA's brand equity is among the top five nonprofits in America. [December 2015]
3. We have trained marketing chairs in all councils, areas, and regions. [December 2011]
4. We have developed consistent, relevant, and appropriately branded messages for multicultural markets (e.g., African American, Hispanic, Asian, and Pacific communities). [December 2011]
5. We have a structure in place that educates new and existing volunteers and employees about the BSA brand. [May 2012]

**Objective III: The BSA is positioned as a trusted advocate for youth.**

**Strategies to Achieve the Objective:**

- Promote key youth advocacy areas of emphasis for the BSA.
- Seek high-profile opportunities and platforms for BSA experts to provide thought leadership on youth issues.
- Showcase the youth advocacy and strategic relationships functions of the BSA.

**Specific Goals:**

1. We have presented at the BSA National Annual Meeting an attitude, awareness, and usage study of youth and adults on the perceptions of Scouting among community and thought leaders, particularly demonstrating how the BSA is perceived as an advocate for and expert on youth. [May 2011]
2. We have distributed at least five new resources (e.g., templates, speeches, press releases, Web pages, and forums) and have 50 trained experts available to represent us and our areas of expertise. [May 2011]
3. We have evaluated the effectiveness of Scouting's 2011–2015 advocacy efforts by measuring public perceptions, awareness, school access, and membership growth. [December 2015]



## DYNAMIC & RELEVANT PROGRAM

### OUR VISION

**Scouting's programs are exciting, culturally relevant, and appealing to today's youth, attracting them at an extraordinary rate and retaining them longer.**

### National Council Strategic Objectives & Goals

**Objective I: The BSA's programs match what today's youth both want and need.**

**Strategies to Achieve the Objective:**

- Look both inside and outside Scouting to determine what programs we should offer and how we should offer them.
- Ensure that all programs are culturally relevant.
- Stay market-focused and youth-oriented in our thinking and approach when making program decisions.

**Specific Goals:**

1. We have changed our programs to reflect the findings of a thorough program review and assessment that clearly identifies those elements that are appealing, exciting, and culturally relevant to today's youth and families. [December 2012]
2. We have utilized our new technological resources to provide councils and individual members with discussion forums, blogs, and enhanced communication channels focusing on innovative program approaches that have successfully met the interests, needs, and wants of contemporary youth. We have created an easy-to-use resource center that supports and promotes exciting outdoor experiences. [December 2012]
3. We have convened and/or cosponsored a youth character development/youth worker conference to share best practices and emerging trends in providing relevant youth-centered programming. We have shared those findings with our councils and adult leaders. [December 2015]

**Objective II: The BSA is known as the premier outdoor program provider and educator.**

**Strategies to Achieve the Objective:**

- Convene experts in the field of outdoor programming from both inside and outside of Scouting and replicate best practices from around the country.
- Reach beyond Scouting's membership to ensure that "no child is left inside."

**Specific Goals:**

1. We have developed and shared with our councils a market-based report on the factors that define an exciting and outstanding outdoor experience for youth. [May 2012]
2. We have developed and shared with councils an assessment tool to help them understand which elements of their camping programs and facilities do not fully deliver an exciting experience for youth participants. Seventy-five percent of councils are demonstrating positive results from the annual assessment. [December 2012]
3. We have developed and provided to councils an innovative and youth-friendly conservation and environmental education program for use in local summer camps, schools, and individual units. [May 2012]

**Objective III: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.****Strategies to Achieve the Objective:**

- Establish the BSA as the best leadership development program for youth.
- Leverage the Order of the Arrow and National Youth Leader Training as models of youth empowerment.

**Specific Goals:**

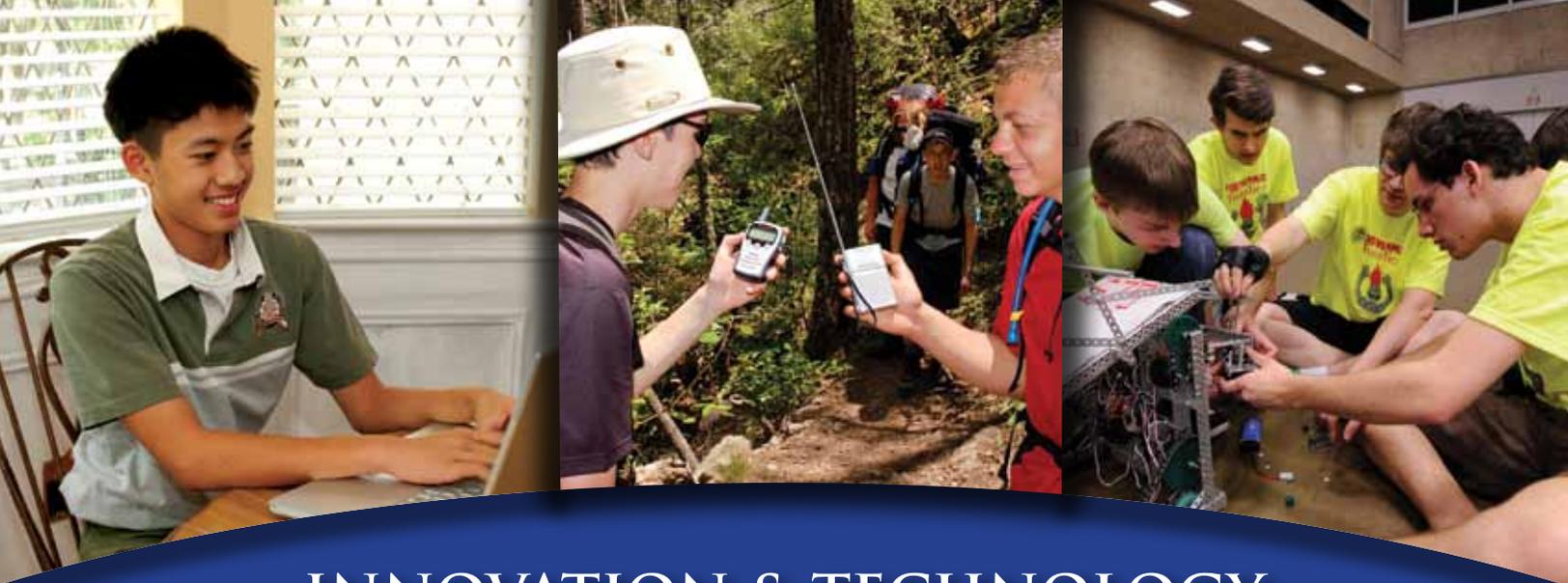
1. We have provided councils with the templates, guidance, and experienced coaches needed to conduct councilwide National Youth Leadership Training courses each year, so that between 2012 and 2015 at least four new councils have offered the course each year. [December 2011]
2. We have developed an advanced youth leadership training course to be offered as an additional opportunity for youth to grow as leaders. [May 2013]
3. We have created a task force to help the BSA achieve national recognition for developing youth leaders. [December 2012]

**Objective IV: Adult volunteers and youth leaders in every unit, district, and council are sufficiently trained and actively engaged in providing an outstanding Scouting program.****Strategies to Achieve the Objective:**

- Utilize technology to make training more accessible and more easily tracked.
- Utilize local council volunteers to develop and provide training resources, with oversight and structural and financial support provided by the National Council.

**Specific Goals:**

1. We have provided our membership access to electronic (online and DVD) versions of five key adult training courses\*. [January 2011]  
*\* Suggested courses are Fast Start training (Cub Scout, Boy Scout, and Venturing), This Is Scouting, Youth Protection Training, Leader-Specific Training, and the Boy Scout Leader Assessment Tool.*
2. We have retooled ScoutNet's training records functionality to effectively track and report all volunteer and youth training, and we have facilitated user access for including and updating training completion dates in individual membership records. [December 2011]
3. We have provided both print and electronic versions of five key adult training courses in Spanish and at least one other priority language. [December 2012]
4. We have validated and redesigned current training where appropriate for key registered adult leader positions, so that training for every position is easy for leaders to access (online for knowledge base, in-person for hands-on aspects), helps them gain real insight into the key elements of their Scouting position, and provides them with the tools and support to make Scouting fun and relevant to youth. [December 2013]
5. We have increased our direct-contact leader training requirements (based on results of a pilot program to have 100 percent of direct-contact leaders trained), ensuring that 100 percent of BSA volunteers are given every opportunity to successfully serve the youth in their units. [December 2014] Top leader "required" training statistics have risen to 80 percent [December 2013] and 100 percent. [December 2015]



# INNOVATION & TECHNOLOGY

## OUR VISION

**Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.**

### National Council Strategic Objectives & Goals

**Objective I: The BSA continues to upgrade and improve its enterprise-wide technology platform to meet the ongoing program objectives and business needs of the organization by defining supported standards and providing offerings that benefit from economies of scale.**

#### Strategies to Achieve the Objective:

- Invest in technological tools to harness and capitalize on information and resources.
- Establish standards that ensure security, cost-effectiveness, and economies of scale.
- Reach beyond the National Council and utilize open-source tools throughout the organization.

#### Specific Goals:

1. We have created an affordable technology road map that identifies release dates, infrastructure changes, and security improvements, with ongoing review, updates, and communication of updates to the organization by the end of each year. [February 2011]
2. We have engaged volunteers and supporters by building an open-source initiative to create technological tools and services of interest to the Scouting community. [January 2012]

**Objective II: Youth, adult volunteers, and employees are provided with innovative technology tools and resources that enhance the overall Scouting experience and help them do their jobs more effectively.**

**Strategies to Achieve the Objective:**

- Identify and track the technologies being used by today's youth.
- Enable volunteers, employees, and youth to communicate, collaborate, and share best practices and innovative ideas to enhance Scouting and its services.
- Make resources and tools accessible and easy to use by focusing on usability and the business needs of the Scouting community.
- Partner with local volunteers who have current and innovative technological expertise.

**Specific Goals:**

1. We have established an interactive methodology for the National Key 3 to regularly communicate with local council Key 3s. [June 2011]
2. We have established ongoing usability testing across our enterprise-wide suite of tools and applications to identify areas in need of improvement. [March 2011]
3. We have identified those Scouting processes that require the most time and effort for adult volunteers, and have determined which can be streamlined and simplified using technology. [June 2011]
4. We have introduced an easily accessible, Internet-based innovation and resource center from which people can learn and to which people can contribute. [June 2012]
5. We have established processes so that the National Council has up-to-date digital contact information for all constituents, thus enabling proactive communication and research. [December 2011]

**Objective III: The BSA uses innovation to ensure that it stays market-focused and relevant to today's youth, and to continuously improve the ways in which it delivers programs, manages the organization, and serves as an advocate for youth.**

**Strategies to Achieve the Objective:**

- Identify and keep foremost the interests, needs, and concerns of contemporary youth.
- Use innovation to simplify and streamline processes and programs.
- Encourage new thinking and risk-taking.

**Specific Goals:**

1. We have started an innovation grant program to enable any local council, unit, employee, or volunteer to experiment with ways to more effectively achieve the BSA's designed future. [June 2011]
2. We have established an ongoing process to learn new approaches and techniques from other successful organizations that effectively use innovation to fulfill their missions. [December 2012]
3. We have developed and implemented innovation and creative-thinking training modules for BSA employees and adult volunteers. [June 2012]



# YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS

## OUR VISION

**The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.**

## National Council Strategic Objectives & Goals

**Objective I: By expanding its role as a leading advocate for youth issues, the BSA creates an environment in which councils can succeed.**

### Strategies to Achieve the Objective:

- Develop a national staff and/or volunteer organizational structure to give leadership to Scouting's youth advocacy initiatives.
- Focus our advocacy efforts on these youth issues:
  - Health, wellness, and fitness
  - Environmental responsibility
  - Education, leadership, and service
  - Strengthening families
- Develop national alliances and events to address specific youth issues.
- On every organizational level within the BSA, work with private, community, and government organizations to advocate for youth.

### Specific Goals:

1. We have created the national staff position(s) and/or volunteer structure to support our youth advocacy efforts. [December 2011]
2. We have developed working relationships with 10 leading national experts and/or organizations in the youth advocacy field. [January 2012]
3. We have reviewed existing BSA programs and materials and have committed to new plans that enhance support of our youth advocacy themes. [December 2013]

## **Objective II: The BSA is recognized as an advocate for health and fitness for all youth and adults.**

### **Strategies to Achieve the Objective:**

- Develop a “Scouting’s Gift to America” program as a platform to increase national awareness of the BSA’s programs and effectively position the BSA as an advocate for health and fitness.
- Incorporate a focus on nutrition, exercise, mental health, youth protection, and safety into existing program content.
- Create contemporary, quantifiable health and fitness requirements for advancement and recognition for both youth and adult volunteers.
- Provide vision, programs, resources, and incentives for each council to become an advocate for health and fitness in the communities it serves.

### **Specific Goals:**

1. We have launched a national multiyear health and wellness campaign, “Scouting’s Gift to America,” to promote active lifestyles, healthy eating, and appropriate weight for our youth *and* adult members.\* [May 2012]

*\* The campaign is to include structure and guidelines for coordinated national and council-level launches, program and activity support, participant recognition elements, and mechanisms and tools for communicating to the general public the impact of the program by April 30, 2014.*

2. We have established alliances with two or three leading organizations that have globally-respected competency in child development, healthcare, fitness, and nutrition. [December 2012]
3. We have revised current advancement requirements and unit performance recognitions to include an ongoing commitment to health and fitness within each Cub Scout and Boy Scout rank and in Venturing. [January 2013]
4. We have provided each council with a template for offering and operating (at the council’s discretion) a five-day outdoor health and fitness camp for *all* youth living within its service area as a means of increasing health and fitness knowledge and participation among young people while showcasing the dynamic and engaging world of Scouting. [December 2012]
5. We have revised and augmented five to seven key printed and digital BSA materials (e.g., the *Boy Scout Handbook*, Cub Scout handbooks, and unit leader training manuals) as appropriate to include contemporary content on exercise, drug and alcohol abuse, tobacco, mental health, nutrition, youth protection, and safety. [December 2013]

**Objective III: The BSA takes a leadership position as an advocate for education, youth leadership, community service, environmental stewardship, and strengthening families.**

**Strategies to Achieve the Objective:**

- Strengthen our position as a leading practitioner of informal education and a pivotal partner with formal education.
- Help youth contribute to the success of their families and communities by focusing on leadership skills, citizenship, community service, financial accountability, and career development.
- Showcase and expand existing programs, such as Leave No Trace, as we grow our environmental awareness.
- Establish alliances with other leading organizations in these focus areas and take the lead in advocating Scouting's positions as we support youth.

**Specific Goals:**

1. We have encouraged units to provide regular service and Good Turns to local elementary, middle, and high schools.\* [December 2011]  
*\* Doing so will provide Scouting an opportunity to renew and refresh our relationship with our nation's schools, demonstrating our commitment to support them, rather than merely our use of their facilities and access to youth.*
2. A task force has reported on how we can reposition Scouting with education. [2012]
3. We have established alliances with one or two national entities that have recognized expertise in environmental sciences, including conservation, water quality, waste management, natural resources, soil contamination, and air pollution. [December 2012]
4. We have revised key BSA awards and recognition components, such as Eagle Scout service projects, merit badges, and quality recognitions, to promote and expand Scouting's role in advocating for education, leadership, service, environmental stewardship, and strengthening families. [December 2012]
5. We have networked with 25 other leading organizations in these focus areas to share best practices and develop joint efforts to accomplish these objectives. [December 2013] We have created and launched a communication plan that highlights this network. [April 2015]
6. We have served as a catalyst and host for the new National Youth Summit, a youth-led conference allowing young people to connect, discuss items of concern, and create plans for real change in their communities. [April 2015]

**Objective IV: Local councils are positioned to strengthen current relationships with traditional chartered organizations and build relationships with new partners through innovative alliances and youth advocacy.**

**Strategies to Achieve the Objective:**

- Support local council plans for utilizing the full family of Scouting's offerings and provide councils with guidelines and tools for reaching out beyond traditional chartered organizations to establish new partnerships.
- Review and, if required, revamp local council volunteer recognition and rewards programs related to chartered-partner and other relationships.
- Study possible new organization, relationship, and sponsorship models to grow the number of Scouting units and youth members.

**Specific Goals:**

1. We have developed an innovative and adaptable template for local council awards and recognitions for those volunteers who positively influence participation by and impact on, youth in our programs through relationships with our chartered partners, local schools, parent organizations, adult service clubs, and other groups. [December 2012]
2. Each year beginning in 2011, we have recognized local councils that represent best practices in building *and* sustaining strategic partner relationships. [December 2015]
3. Through effective new sponsorship models and partners, we are organizing more packs, troops, and crews each year. [May 2013]

**Objective V: The BSA has established strategic relationships with federal, state, and local government agencies focusing on outdoor adventure, workforce preparedness, and health and wellness.**

**Strategies to Achieve the Objective:**

- Position the BSA as the premier organization in the country to positively impact America's youth in the areas of outdoor adventure, workforce preparedness, and health and wellness.
- Target key agencies that align well with our aims.
- Leverage the experience of *ArrowCorps*<sup>5</sup>, the Order of the Arrow national service project, to create partnerships.

**Specific Goals:**

1. We have established a collaborative relationship with the Department of Interior to provide a structure and framework for BSA councils to take advantage of service opportunities in their local areas. [May 2012]
2. We have completed a due-diligence review of federal and state government departments and agencies and have recommended approximately six organizations that represent the greatest potential for mutual benefit and collaborative opportunities. [December 2011]
3. By December 2012, we have formally established three national strategic relationships with government agencies, with the remaining relationships to be formalized one year later. We have built a communication plan to share with local councils the particulars of our new strategic relationships and provide suggestions for how councils might utilize them to increase the effectiveness and/or scope of their programs. [December 2013]



# LEADERSHIP EXCELLENCE & CULTURE

## OUR VISION

**Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.**

### National Council Strategic Objectives & Goals

**Objective I: The BSA's national, regional, and council executive boards all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.**

**Strategies to Achieve the Objective:**

- Boost volunteerism by building and expanding relationships with our alumni.
- Ensure that all top leaders in the BSA have the resources necessary to fulfill their appointed roles.
- Promote and implement best practices for corporate governance.

**Specific Goals:**

1. We have developed and delivered a joint training resource featuring best practices for each council's top leaders, both professional and volunteer, to foster a new level of professional-volunteer relationships and potent, true partnerships for achieving the council's strategies and objectives. [December 2014]
2. Each council has conducted an annual orientation for new board members using the most up-to-date edition of *Orientation Guide for Council Officers and Executive Board Members* as a resource. [December 2011]
3. We have implemented three new methods to reengage alumni in support of Scouting. [May 2012] We have developed a system to track and measure alumni involvement and established effective channels for two-way communication. [December 2013]

**Objective II: The BSA attracts, recruits, develops, rewards, and retains talented individuals who provide excellent professional leadership and management to Scouting.**

**Strategies to Achieve the Objective:**

- Reward excellent performance with compensation comparable to that available in the private sector.
- Clearly describe to applicants the realities of BSA jobs, in terms of the tangible and intangible rewards and performance expectations.
- Ensure that the BSA:
  - Is the employer of choice
  - Has a healthy employee population
  - Is technologically astute and innovative
  - Is a developer of talent
  - Is ethnically diverse

**Specific Goals:**

1. We have developed and implemented new, reliable methods for attracting and recruiting qualified, committed individuals who, before they begin working for the organization, clearly understand the demands and expectations of the work so they are better positioned to become long-term, high-impact employees. [December 2011]
2. We have implemented an employee development support structure that uses a cadre of mentors to help grow and nurture employees by sharing perspectives, encouraging innovation and risk taking, and providing encouragement for career advancement. [May 2012]
3. We have developed and implemented a robust and innovative employee development/training curriculum centered on career-long growth and learning. [December 2012] We have deployed the process, resources, and tools to identify and nurture our highest potential employees toward being high-impact contributors to the organization. [December 2013]
4. We have integrated wellness into the foundation of all we do for our employees, creating a more enjoyable and productive work environment. [December 2014]
5. We have selected a national cadre of highly capable volunteers to support the national and local councils in providing opportunities for BSA employees to learn and use the best tools and thinking available in the private sector. [December 2013]

**Objective III: The BSA has designed and embraced a corporate culture that enables it to deliver on the vision for Scouting's future and adjust its approach to be relevant and adaptive to the needs, preferences, and approaches of an ever-changing society.**

**Strategies to Achieve the Objective:**

- Design the corporate culture to focus on key leverage areas, including accountability, life-long learning, and innovation.
- Ensure participation in cultural changes by all employees throughout the organization.

**Specific Goals:**

1. Led by the office of the chief operating officer, we have committed to and begun a thorough transformation of the corporate culture of the BSA to achieve our designed future. [June 2011]
2. We have trained all employees in the new BSA Performance and Development System (a tool for developing employees and tracking accountability), and all employees are applying the principles and techniques discussed in the training. [December 2011]
3. Each year, beginning in 2011, local and national BSA employees have reported in a national employee survey a noticeable transformation of the organization's corporate culture and intended behaviors. [December 2015]
4. We have completed the transformation of the professional culture of the BSA as evidenced by the accomplishment of a set of strategic results to be determined by the core team of individuals accountable for leading the organization's transformation. [December 2015]



