

Journey to Excellence



JTE Guidebook for Varsity Teams **A Tool to Help Your Team and You Thrive** 2017 Program Year

This guidebook was prepared as an assist to Varsity team leaders and others in using Journey to Excellence tools to plan and deliver excellent Scouting through their Varsity teams. More material is available on the National Council JTE Resources webpage.

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JTE Guidebook for Varsity Teams-A Tool to Help your Team and You Thrive

How to use this Guidebook

This guidebook was created with busy team leadership in mind. It is intended to help the team key 3, the committee chair, the Varsity Coach and the chartered organization representative in using the **Journey to Excellence (JTE)** concept as a unit planning tool and year round checklist of meaningful activities for the scouts. This guidebook was made from various publications and documents available from the National Council website and then instructions on how to use them. Journey to Excellence uses and blends many existing BSA programs, some of which the unit leadership may not be familiar with. The material in this guidebook should answer what these programs are. The information in the guidebook should enable the team committee to conduct a team planning session that prepares the pack for a very successful year of fun.

This Guidebook consists of (in order)

- A summary sheet used to show responsible adults for each of the 10 JTE objectives
- The 2017 JTE Scorecard that show JTE measures and levels
- The 2017 JTE Spreadsheet to use as a planning checklist
- Text describing a suggested order of objectives to follow in building your team calendar
 - Planning the program year
 - Special programs
 - High adventure
 - Leadership and family engagement
 - Trained leadership
 - Personal development
 - Service projects
 - Building Varsity Scouting
 - Budget
 - Advancement
 - Retention
- Progress Record Sheets for:
 - Scouter's Training Award for Varsity Scouting
 - Varsity Coach Key
- Instruction sheet for Unit Leader Award of Merit
- Team budgeting information

Leader Training

Leader training and recognition is extensively discussed in this guidebook and mentioned here. Providing leadership for Journey to Excellence objectives is an important part of earning adult recognitions. Please use the following summary sheet as a tool to guide the team adults in helping the team be the best team it can be.

Boy Scout Varsity Team Journey to Excellence Planning 2017-Summary Sheet

Team _____

District _____

JTE Overall Goal

- Bronze
- Silver
- Gold

This table lists all 10 JTE objectives in the order presented in the guidebook. For each objective list the responsible adult, the date they started working on their **Scouter's Training Award for Varsity Scouting** and circle the JTE goal the Scouter is helping the team achieve

Team Scoresheet Objective	#	Responsible Adult	Scouter's Training Award for Varsity Scouting-Start date	Goal
Planning and budget (*planning)	1			B S G
Special programs	8			B S G
High adventure/sports	5			B S G
Leadership and family engagement	10			B S G
Trained leadership	9			B S G
Personal development	6			B S G
Service Projects	7			B S G
Building Varsity Scouting	2			B S G
Planning and budget (*budget)	1			B S G
Advancement	4			B S G
Retention	3			B S G

Reviewed by the Team Committee on _____

Committee Chair

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Team _____ of _____ District
2017 Scouting's Journey to Excellence

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points
Planning and Budget					Total Points: 200		
#1	Planning and budget: Have a program plan and budget that is regularly reviewed by the committee and follow BSA policies related to fundraising.	Have an annual program plan and budget adopted by the team committee.	Achieve Bronze, plus team committee meets at least six times during the year to review program plans and finances.	Achieve Silver, plus team conducts a planning meeting involving youth leaders for the following program year.	50	100	200
Membership					Total Points: 400		
#2	Building Varsity Scouting: Have a membership recruiting plan to grow team membership.	Have a membership growth plan that includes a recruitment event and register new members in the team.	Achieve Bronze, and have a net increase of at least one member over the prior year.	Achieve Bronze, and have a net increase of at least two members over the prior year.	50	100	200
#3	Retention: Retain a significant percentage of youth members.	Reregister 60% of eligible members.	Reregister 75% of eligible members.	Reregister 90% of eligible members.	50	100	200
Program: Five Fields of Emphasis					Total Points: 1,000		
#4	Advancement: Achieve a high percentage of Varsity Scouts earning rank advancements.	Have 40% of Varsity Scouts earn a least one rank, Varsity Letter, or the Denali Award.	Have 50% of Varsity Scouts earn a least one rank, Varsity Letter, or the Denali Award.	Have 60% of Varsity Scouts earn a least one rank, Varsity Letter, or the Denali Award.	50	100	200
#5	High adventure/sports: The team participates in high adventure activities.	Participate in at least one high adventure activity.	60% of Varsity Scouts attend a high adventure activity.	70% of Varsity Scouts attend a high adventure activity.	50	100	200
#6	Personal development: Provide opportunities and encouragement for personal development.	The team has a youth captain and the program includes opportunities for personal development for every member.	Achieve bronze, plus every field of emphasis has a youth program manager.	Achieve Silver, plus Varsity Scouts have attended advanced training courses through the BSA, a religious or educational institution.	50	100	200
#7	Service projects: Participate in service projects, with at least one benefiting the chartered organization.	Participate in three service projects and enter the hours on the JTE website.	Participate in four service projects and enter the hours on the JTE website.	Participate in five service projects and enter the hours on the JTE website.	50	100	200
#8	Special programs/events: Participate in activities at a district, council, regional, or national level.	Team actively participates in two special events.	Team actively participates in three special events.	Team actively participates in four special events.	50	100	200
Volunteer Leadership					Total Points: 400		
#9	Leadership and family engagement: Have a proactive approach in recruiting sufficient leaders and communicating with parents.	Have a coach, an assistant coach, and a committee with at least three members.	Achieve Bronze, plus the team holds two courts of honor, where team plans are reviewed with parents.	Achieve Bronze, plus the team holds three courts of honor, where team plans are reviewed with parents.	50	100	200
#10	Trained leadership: Have trained and engaged leaders at all levels.	Coach or an assistant coach has completed position-specific training.	Achieve Bronze, plus the coach and all assistants have completed position-specific training or, if new, will complete within three months of joining.	Achieve Silver, plus each program field has a trained advisor.	50	100	200

- Bronze:** Earn at least 500 points by earning points in at least 6 objectives.
- Silver:** Earn at least 750 points by earning points in at least 8 objectives.
- Gold:** Earn at least 1,000 points by earning points in at least 8 objectives.

Total points earned: _____

No. of objectives with points: _____

- Our team has completed online rechartering by the deadline in order to maintain continuity of our program.*
- We certify that these requirements have been completed:*

Coach _____ Date _____

Committee chair _____ Date _____

Commissioner _____ Date _____

This form should be submitted to the Scout service center or your unit commissioner, as directed by your council.

Scouting's Journey to Excellence

2017 Team Planning, Performance, and Recognition

Journey to Excellence uses a balanced approach to measure performance. It guides program planning before the year begins, monitors activities for continuous improvement during the year, and recognizes performance at the end of the year. In planning your strategy, use actual numbers from the previous year to guide your performance improvement goal planning. The period for measuring performance will be the calendar year.

Planning and Budget Measures	
1	The team has a program plan and budget that is reviewed at all team committee meetings, and the team follows BSA policies relating to fundraising and fiscal management as found on the Unit Money-Earning Application form and any other publication that the council has developed for fundraising and fiscal management. A meeting is held with youth leaders where they are involved in developing the plan for the next program year. The team's program plan should be shared with the unit commissioner.
Membership Measures	
2	The team has a growth plan, and conducts a formal recruiting event. On December 31, 2017, the team has an increase in the number of youth members as compared to the number registered on December 31, 2016. A membership growth plan template can be found at www.scouting.org/membership .
3	Number of youth members on the most recent charter renewal (A) divided by the number of youth registered at the end of the prior charter year (B) minus any age-outs (C). Total = (A) / (B-C). Age-outs are youth who are too old to reregister as Varsity Scouts.
Program Measures	
4	Total number of Varsity Scouts earning awards (Varsity Letter or Denali) or Scout rank advancement (Scout, Tenderfoot, Second Class, First Class, Star, Life, Eagle) during the calendar year (A), divided by the number of boys registered at the end of the year (B). Advancement = (A) / (B).
5	Number of Varsity Scouts who attend any in-council or out-of-council high-adventure activity (of at least five nights), or council-approved team high-adventure experience within the past year (5 or more nights), divided by the Varsity Scout membership on June 30, 2017.
6	There is a youth serving as team captain. Team meetings include personal growth opportunities for each member. Each of the five fields of emphasis has a youth leader assigned. Youth have the opportunity to participate in advanced training.
7	The team participates in service projects during the year and enters them on the Journey to Excellence website. The projects may be completed as joint activities with other organizations. At least one must benefit the chartered organization.
8	The team supports and participates in special events held at a district, council, regional, or national level.
Volunteer Leadership Measures	
9	The team has a Coach, an assistant, and a committee of at least three members. Ideally, the chartered organization representative should not be dual registered as one of the committee members. The team conducts courts of honor where youth are recognized and program plans are shared with parents.
10	All volunteer leaders have completed youth protection training. Coach and assistants (paid or multiple registration) have completed position-specific training or, if new, will complete within three months of joining. For Gold, each of the five program fields has a trained advisor assigned.

Scoring the team's performance: To determine the team's performance level, you will use the above information to determine the points earned for each of the 10 criteria and then add those individual point scores to determine a composite score. Count only the highest point total achieved in any one criterion. Bronze level requires earning at least 500 points in at least 6 criteria, Silver level requires earning points in at least 8 criteria and 750 points, and Gold level requires earning points in at least 8 criteria and 1,000 points.

For more resources: www.Scouting.org/jte



JOURNEY TO EXCELLENCE

2017 Journey to Excellence - Team - District

Item No.	Objective	Parameter	User Input	Calculated Values	Bronze Points	Silver Points	Gold Points
Planning and Budget							
1	Planning and Budget: Have a program plan and budget that is regularly reviewed by the team committee, and it follows BSA policies relating to fundraising.	Date: Team committee adopted annual program plan & budget Date: Planning meeting involving youth leaders Date: Committee meeting #1 Date: Committee meeting #2 Date: Committee meeting #3 Date: Committee meeting #4 Date: Committee meeting #5 Date: Committee meeting #6 Count: Total number of committee meetings	_____ _____ _____ _____ _____ _____ _____ _____	0			
Membership							
2	Building Varsity Scouting: Have a membership recruiting plan to grow team membership.	Date: Team recruitment activity Count: Number of Scouts registered on December 31, 2016 Less: Youth dropped at recharter Plus: New Scouts joining during the year Plus: Transfers from other units during the year Count: Current membership Percent: Growth over end of prior year	_____ _____ _____ _____ _____ _____ _____	0 0.0%			
3	Retention: Retain a significant percentage of youth members.	Count: Number of Scouts registered at end of charter (12/31/2017) Less: Youth 18 years or older by end of charter year (age-outs) Count: Youth eligible to reregister Count: Number of youth actually reregistered for next year Percent: Retention rate	_____ _____ _____ _____	0 0.0%			
Program							
4	Advancement: Achieve a high percentage of Varsity Scouts earning rank advancements.	Count: Current membership Count: Boys advancing one or more ranks during the year Percent: Advancement rate	_____ _____	0 0.0%			
5	High adventure/sports: The team participates in high adventure activities.	Date: High adventure activity Count: Current membership Count: Scouts participating in a high adventure activity Percent: High adventure participation rate	_____ _____ _____	0 0.0%			
6	Personal development: Provide opportunities and encouragement for personal development.	Yes/No: Team has a youth captain Yes/No: Program opportunities in personal development for all Yes/No: Youth program manager for advancement Yes/No: Youth program manager for high adventure/sports Yes/No: Youth program manager for personal development Yes/No: Youth program manager for service projects Yes/No: Youth program manager for special programs/events Count: Scouts participating in an advanced training course	<input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes _____				
7	Service projects: Participate in service projects, with at least one benefiting the chartered organization.	Yes/No: Team records service projects and hours on JTE website Yes/No: At least one project benefits the chartered organization Date: Service project #1 Date: Service project #2 Date: Service project #3 Date: Service project #4 Date: Service project #5 Count: Total number of service projects	<input type="checkbox"/> Yes <input type="checkbox"/> Yes _____ _____ _____ _____ _____	0			

2017 Journey to Excellence - Team - District

Item No.	Objective	Parameter	User Input	Calculated Values	Bronze Points	Silver Points	Gold Points
8	Special programs/ events: Participate in activities at a district, council, regional, or national level.	<i>Date:</i> Special program/event #1 <i>Date:</i> Special program/event #2 <i>Date:</i> Special program/event #3 <i>Date:</i> Special program/event #4 <i>Count:</i> Total number of special programs/events	_____ _____ _____ _____	0			
Volunteer Leadership							
9	Leadership and family engagement: The team is proactive in recruiting sufficient leaders and communicates regularly with parents.	<i>Yes/No:</i> Registered coach <i>Count:</i> Number assistant coaches <i>Count:</i> Number of committee members <i>Date:</i> Court of Honor #1 <i>Date:</i> Court of Honor #2 <i>Date:</i> Court of Honor #3 <i>Count:</i> Number of courts of honor	<input type="checkbox"/> Yes _____ _____ _____ _____ _____ _____	0			
10	Trained leadership: Have trained and engaged leaders at all levels.	<i>Yes/No:</i> Coach has completed position-specific training <i>Yes/No:</i> Trained advisor for advancement <i>Yes/No:</i> Trained advisor for high adventure/sports <i>Yes/No:</i> Trained advisor for personal development <i>Yes/No:</i> Trained advisor for service projects <i>Yes/No:</i> Trained advisor for special programs/events <i>Count:</i> Number assistant coaches <i>Count:</i> Number with position-specific training <i>Percent:</i> Assistant coaches completing training	<input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes <input type="checkbox"/> Yes _____ _____	0 0.0%			

Bronze: Earn at least 500 points by earning points in at least 6 objectives.

Silver: Earn at least 750 points by earning points in at least 8 objectives.

Gold: Earn at least 1,000 points by earning points in at least 8 objectives.

Total points earned: 0

No. of objectives with points: 0

Journey to Excellence

A Tool to Help Your Varsity Team and You Thrive!

What is *Journey to Excellence*?

Would you like a tool to help you figure out what activities your team, your team committee and you can do to give the best scouting experience to your registered youth?

If so, then reviewing and then using BSA's **Journey to Excellence** is just the tool for you! Journey to Excellence, abbreviated as **JTE**, is a roadmap or a guide or benchmark to show and indicate what a team should and can do to have a strong scouting program. JTE can help answer questions like how many and what type of meetings should the team have? How trained should the adults be? What outdoor activities should the team do? How does a team budget?

Read on and discover how JTE can HELP!

First of all, any scout unit should have a regular **planning process**. There must be a way for your team to make future plans for meetings, activities and fundraisers. There are many ways to do this. You can use a big calendar that you provide or download one from the ScoutSource website. You can use a big sheet of paper showing the entire program year or a single sheet per month. It is up to you. The important team leadership adults must be involved, certainly the team leadership key 3, the Varsity Coach, the team committee chair and the chartered organization representative. Also involved should be the team treasurer as well as the parents responsible for advancement, membership, popcorn sales, summer camp, service projects and the others that provide time and resources for the team. The youth leaders, the team leaders' council (TLC) should be involved. It is up to you how to plan, however, every unit needs a way to do so. National Council BSA provides suggestions, they can be found on ScoutSource accessed from the My.Scouting.org website (by selecting Menu-then Legacy Web Tools then Legacy Myscouting then ScoutSource and finally select Boy Scouts).

You should also involve your **unit commissioner**, an experienced Scouter dedicated to helping your team succeed. Let the unit commissioner know when you are going to have your planning session and invite him or her to participate. Helping is their job! Every commissioner should be in contact with unit leadership and ask what they can do to help. Ask at the next roundtable (a district wide monthly adult leaders meeting) if you do not know who your unit commissioner is and get the correct contact information on where to send an invitation to attend the team's annual planning session.

You will need a **My.Scouting.org account** to have full access to the information available to you as a team leader and resource. Gaining access is simple. Most importantly you need your official National Scouting ID number. It can be found on your annual membership card or from your unit roster provided with your charter kit. Most information is available without an account however there are additional planning benefits if you do. Some Scouters might have ended up with two or more ID numbers over time. Your district executive can help you combine your IDs if that is the case. Take a few moments, write down the numbers, if you know them, and provide them to your district executive or unit commissioner.

Planning Guidance from JTE

With just a few minutes of reading you can learn about the planning assistance JTE can provide. However, first you need the appropriate **JTE Scorecard**. There is one for every program, Cub Scout **packs**, Boy Scout **troops**, Varsity Scout **teams**, Venturing **crews** and Sea Scout **ships**. You will find all the scorecards on the Journey to Excellence Resources web page which you can access from My.Scouting.org (Menu-Legacy Web Tool-Journey to Excellence Resources). On this webpage is a section titled “**Scorecards**” and then several years listed. Selected the appropriate year, **2017** or beyond, and a list of available scorecards will appear. Select the one you want, the **Team Scorecard**. The Scorecard will appear and can be downloaded as a PDF. One is pages 3 and 4 of this guidebook. You should be able to get additional copies from your unit commissioner, pick one up at roundtable, at the council office or from your district executive. One is included in the unit recharter package. The team will need one long before recharter time if it is going to be used to help create the team annual plan.

To begin preparing for the team planning session review the **JTE Team Scorecard** included in the guidebook. It is two sided and page one lists 10 areas, called **objectives**, where three measurement levels, Bronze, Silver and Gold, are identified. These three levels can assist you and the team planning team determining the importance of each individual objective to the team. Your team might find that the activities associated with a particular objective are more important than others to you, your sponsoring partner and your team’s youth and so you will make plans accordingly. Ultimately, as the unit grows, you will be able to make plans to accomplish a level in all 10 objectives. Points are assigned for each level obtained and unit point totals provide an overall unit measure of **Bronze, Silver** or **Gold**. Every team should strive to be **Gold**.

Each objective is explained in a short summary on the first page and further information is on the back side or second page. There are objectives for youth membership, advancement, outdoor activities, adult leaders, number of meetings, service projects and unit activities and are further explained in this guidebook.

Read through all the objectives and get a feel for the intent and the difference among the three quality levels where **Bronze** means a unit is *effective*, **Silver** means *excellent* and Gold is the standard for an *exceptional* unit. Please note that each objective has a high end ceiling or target instead of a more traditional yearly goal consisting of a percentage improvement regardless of the measure. This allows for being at the top, **Gold**, and not needing to improve every year to stay **Gold**. This way you can focus on working on other objectives. There is also a minimum standard a team must meet to be **Bronze**. The fixed **Bronze, Silver** and **Gold** criteria are known as **determined standards**. Additionally, yearly improvement of a fixed percentage (generally 2%) of an objective not yet Gold and being above the **Bronze** or **Silver** measure qualifies the team at the next level, the **Silver** or **Gold** measure. This improvement method establishes the **performance standard**. None of these 10 objectives will surprise any Scouter with any experience. All the objectives are woven into the operation and program of a Varsity team.

Before the Planning Session Starts

There are a few items to know, collect or do before the team planning session. Know where the team is going to meet, obtain school vacation schedules, know the federal and state holiday schedule, find the council and district schedules, discuss with the team key 3 who to invite, peruse the ScoutSource web page for useful documents (some listed in this guidebook), determine how the team schedule is going to be shown while it is being planned and have a room big enough for the session itself.

Where to Start? With a Plan of course—Objective # 1

A written plan is an excellent tool to create to have an active and fun team. **Objective # 1, Planning and budget: Have a program plan and budget that is regularly reviewed by the committee, and it follows BSA policies relating to fundraising** provides a road map on what to do. Let's do the program plan first and then the budget once the full plan is put together.

Many planning resources exist on ScoutSource and should be reviewed as suggested above. These tools are well thought out and will greatly assist the program plan. Having an annual program plan (and budget) adopted by the team committee is required for the **Bronze** measure. If the team committee meets at least six times during the year and reviews program plans (and the budget) the team qualifies as **Silver**. Start filling in the team planning calendar by scheduling and showing these six committee meetings. **Gold** is the measure if the team involves youth leaders in the yearly planning meeting. Put the date of the planning meeting(s) on the planning calendar.

Next continue with Activities that must be Scheduled and Planned

High Adventure/Sports—Objective # 5 and Special Programs/Events—Objective # 8

An important team planning calendar need is to consider **Objective # 5, High adventure/sports: The team participates in high adventure activities**. There are many possibilities to consider for a high adventure activity which could be an organized summer camp experience consisting of at least 5 nights or another council approved high adventure. Consider your council's summer camps first. If the team participates in one high adventure activity it qualifies as **Bronze** level, if 60% of the Varsity Scouts registered on June 30 attend the team qualifies at **Silver** level and 70% qualifies as **Gold** level. Obtain information about the council summer camps at the scout office, at roundtable, council training events, the district OA chapter or district outdoor program chair. Place the date(s) of these activities on the planning calendar.

Special programs and events are also known in advance and can be scheduled, **Objective # 8, Special programs/events: Participate in activities at the district, council, regional or national level**. Consider attending events such as a camporee, Scout expo, and other specialty activities for Varsity Scouts. Having the team participate in 2 activities will measure as **Bronze**, three as **Silver** and four as **Gold**. Place the dates of the activities the team wants to participate in on the planning calendar.

Have an assistant Coach or team committee member be responsible for the team's high adventure/sports and special events program and encourage that Scouter to earn the **Scouter's Training Award for Varsity Scouting** for accepting responsibility for this JTE objective.

Leadership and Family Engagement—Objective # 9

A team must have adult leadership and the unit should look to the parents or guardians of youth members for those leaders. Also Scouts at all levels enjoy working towards and publicly receiving their hard earned badges in front of family. Next look at **Objective #9, Leadership and family engagement: Have a proactive approach in recruiting sufficient leaders and communicates regularly with parents**. A team having a Coach, an assistant Coach and a committee with at least three members is the **Bronze** level. It is recommended that committee members be trained as shown in the chart in the next section. A court of honor (COH) is when earned badges are presented, in

front of the entire team community, and offers an opportunity to talk to all the parents and reinforce the values of Scouting. Schedule 2 COH where team plans are reviewed with parents and the team is **Silver**, hold 3 and review team plans with parents in each for **Gold**. Having one quarterly (skip the summer) is a good plan. Certainly have one in the spring to welcome new Scout families to the unit, one after summer camp and one in the Fall to, again, welcome new Scout families. Place the dates for the courts of honor on the planning calendar.

Get the Team Adult Leaders Trained-Objective # 10 - Trained Leadership

The team needs what **Objective #10, Trained leadership: Trained and engaged leaders at all levels** describes. What is the team committee and what do they do? The answer lies in training. A significant amount of team leader and team committee training can be accomplished on-line using courses found on My.Scouting.org. However, first and extremely important is that all adults interacting with the youth of your team must have **Youth Protection training or YPT**. This is a must and a rock solid requirement and **non negotiable**. This can be done on My.Scouting.org and must be the first training done by any adult registered and associated with the team.

Having the Varsity Coach **or an** assistant Coach complete leader position-specific training (see chart below), or complete within 3 months if new, and Youth Protection training, qualifies as the **Bronze level**. Having the Coach **and all** assistants complete leader position specific qualifies as **Silver**. Having a trained Advisor for each program field is **Gold level**. Learning what a Varsity team unit committee is responsible for is gained by taking the recommended but important **Team Committee Challenge** if offered by the district or council.

Here is a table of team leader position-specific training required to be considered **TRAINED** to the basic level and JTE qualified. Fast Start (**VFS**) is recommended and on-line. However the initial position specific training (**S21**), IOLS-Introduction to Outdoor Leader Skills (**S11**) and the Team Committee Challenge (**WS11**) must be taken through a course conducted by district or council Trainers.

Team Adult Leader Position and Code	Leader Position-Specific Training Course Title and Number
(VC) – Varsity Coach	On-line Varsity Leader Fast Start- JTE recommended (VFS) Leader Position-Specific-Varsity Coach – Bz/Silver (S21) IOLS-Intro to Outdoor Leader Skills- Bz/Silver (S11)
(VA) – Assistant Varsity Coach	On-line Varsity Leader Fast Start-JTE recommended (VFS) Leader Position-Specific-Varsity Coach - For Bz/Silver (S21) IOLS-Intro to Outdoor Leader Skills- Bz/Silver (S11)
(CC) – Team Chairman	On-line Varsity Leader Fast Start-recommended (VFS) Leader Position-Specific-Team Committee Challenge- (WS11)-JTE recommended
(MC) – Team Committee Member	On-line Varsity Leader Fast Start-recommended (VFS) Leader Position-Specific-Team Committee Challenge- (WS11)-JTE recommended

Put the dates on the planning calendar when any new leaders need to complete their training. All new leaders registered in September must complete their training by the end of December. Find the dates of training events, specifically IOLS, and place them on the team calendar.

Continued Training-Adult Recognitions

Encourage the team leadership, those in the positions in the chart above, to continue their individual training. Recruit an adult to be the team training coordinator. Schedule the dates of the monthly district roundtable on the team planning calendar. Find the dates for district and council training events and place them on the schedule as well. University of Scouting, a source of excellent advanced training usually occurs in January. Other advanced leader position-specific training occurs year round. Encourage the team trainer to get involved with the district training team.

Encourage the Varsity Coach, assistant Varsity Coaches, the committee chair, team trainer and all committee members to work on and earn their **Scouter's Training Award for Varsity Scouting** (green square knot on tan background). This award (511-058_WB) requires, among other items, participation in the team planning session and giving primary leadership in meeting one team JTE objective area. The JTE objective goals are established in the team planning session and the adult provides the leadership to achieve the goal. Assign these objectives to team committee members and ask them to work towards training awards. These objectives are further explained further in this guidebook and the information will help those providing leadership for advancement, membership, service projects, outdoor activities, a team budget and the recharter process. Put on the planning calendar any training dates that apply and show their assigned responsibilities on the calendar next to the items.

The Varsity Coach can continue in service and training and be recognized. At 18 months of service there is the **Unit Leader Award of Merit-Varsity Coach** (512-003_WB) and at 3 years of service there is the **Varsity Coach's Key** (green and white square knot on tan). This award (511-54_WB) requires, among other things, three years of tenure, conducting a team planning session for each year and having the team qualify as a JTE Silver Team for 2 of the 3 years of tenure.

Be sure and have a Varsity team plan that will have the team earn at least the JTE Silver JTE Award.

Progress records for each of these awards are attached at the back of this unit guide.

Woodbadge continues the Scouting program leader training. It is generally offered by the council once if not twice per year over two Thursday to Saturday or Friday to Sunday training sessions. Place the dates of the next Woodbadge course on the team calendar.

You now have a plan for fun team activities and for getting the adult team leaders trained. What next? Consider the growth opportunities for the youth team members, the Varsity Scouts.

Personal Development—Objective #6

Developing life skills is a central aim of Scouting. **Objective # 6—Personal development: Provide opportunities and encouragement for personal development** is the guide to use. Having a team captain and personal development opportunities for each team members qualifies as **Bronze**, having a program manager for every field of emphasis is **Silver**. **Gold** is achieved by having youth attend advanced training provided by the BSA or a religious or educational institution. Place known dates of development activities on the schedule.

Community Service--Objective # 7—Service Projects

Then look at **Objective # 7, Service projects: Participate in service projects with at least one benefiting your chartered organization.** Plan the dates for service projects during the planning session. Participate in Scouting for food, a Veteran's Day parade or a flag ceremony. The possibilities are nearly endless. Before the planning meeting contact your chartered partner and ask about service projects. If that is not possible, plan the date when a team committee member will contact the chartered partner and coordinate the project. All projects must be entered into the service hour reporting web site accessible from My.Scouting.org (Menu-Legacy Web Tools-Service Hour Reporting). The team needs to create a service hour account with password. Just 3 service projects rates as **Bronze**, 4 as **Silver** and 5 as **Gold**.

Appoint a team committee member to coordinate team service projects. That person should have the responsibility to enter the project data into the JTE service project webpage and that adult can be working on their **Scouter's Training Award for Varsity Scouting** while achieving this team JTE objective.

Service projects can be any activity that benefits another individual, the team's chartered organization, scouting or any cause of choice. Suggestions include:

Scouting for food	Book and magazine drives
Assist with council and district activities	Assist the elderly
Remember others during the holidays	Pet shelters
Litter cleanup and beautification	Serving food
Safety related projects	
Assist (not participation) local youth sports groups	
Repair and maintenance of homes, buildings and offices of worthy causes including Scouting	
Assisting medical information distribution and drives (such as blood donations)	

Recruiting new Scouts—Objective # 2

What other dates need to be on the planning calendar? Some very important dates are associated with recruiting new Scouts. Your unit should have a series of recruiting events, activities like School nights, a signup table at events at your chartered organization's location (if applicable) or a community recruiting roundup. Place these dates on your planning calendar. One of the team committee members should be the team membership chair and, while working on their **Training Award** provides leadership for membership. Look at **Objective # 2, Building Varsity Scouting: Have a membership recruiting plan to grow team membership** provides recruiting goals to consider. Preparing a membership plan that includes recruiting activities and gaining new members qualifies as **Bronze level**. Having an increase of just one new Varsity Scout over last year is the **Silver level** and a gain of 2 Scouts over last year is **Gold**. Your unit membership plan should list where and how recruiting is to be done and who is responsible. The membership plan needs to address the number of new Scouts expected so the unit is prepared.

An important team committee position is the membership chair. That person leads the recruiting activities for the team while working on their **Scouter's Training Award for Varsity Scouting**.

The Team Budget—Objectives # 1

Objective # 1, Planning and budget: Have a program plan and budget that is regularly reviewed by the committee and it follows BSA policies relating to fundraising. Information about how to prepare a Team budget and a sample budget are attached at the end of this guidebook.

Having a written budget that follows BSA policies and is adopted by the committee is **Bronze level**, Having the team committee meet 6 times to review (program plans) and budget is **Silver level** and having a planning meeting involving youth leaders for the following year is **Gold level**. Put the committee meetings and planning session dates on the team calendar.

The schedule you have prepared will help determine your budget. How much money will you spend per scout? Read and fill in the team budget material based on your expenses and fund raising activities. Purchase Boy's Life Magazine for each family and be sure to schedule the dates for the council popcorn sales activity. Recruit a parent to be your unit popcorn kernal.

Advancement—Objective # 5

Advancement activities can happen during a team meeting and any other activity scheduled by the team. Awarding badges at planned courts of honor is a good way to motivate Varsity Scouts to work on advancements. **Objective # 1, Advancement: Achieve a high percentage of Varsity Scouts earning rank advancements** is very important. When 40% of the Scouts earn one rank, Varsity letter or the Denali award the unit qualifies as **Bronze** level, 50% qualifies as **Silver** level and 60% as **Gold** level. Use all the techniques explained in leader training to encourage advancement. Place the dates of the courts of honor on the calendar and develop plans to promote advancement in the team.

Have a parent be the advancement coordinator and work on their **Scouter's Training Award for Varsity Scouting**.

A Measure of How Well the Unit is Doing—Objective # 3

The best measure of how well the team is doing in Scouting is the measure of how many Varsity Scouts come back for another year. This is shown by **Objective # 3, Retention: Retain a significant percentage of youth members**. This item measures the percentage of scouts who were age eligible and reregistered for the next year. Retention does not count 17-year old Scouts who aged out. If 60 % of the Scouts reregister the unit is at the **Bronze** Level, 75 % it is at the **Silver** level and at 90 % it is at the **Gold** level. Retention is a measure of many things, the fun of team meetings and the excitement of the other activities planned and done during the year. A solid year long schedule with well planned and put on events will build strong units and the scouts will keep coming back because it is fun.

Resources Found on the Boy Scouts Section of the Scouting Webpage (Find by selecting Menu on My.Scouting.org then select Legacy Web Tools then select journey to Excellence Resources and finally select Boy Scouts).

Boys' Life Planning Calendar, publication # 331-017

Unit Programming tools, many resources including monthly theme program features

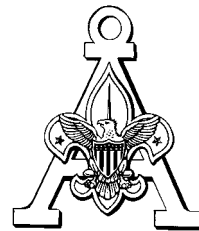
Troop Meeting Plan, publication #34425

Other material found on reliable Internet sites

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Scouter's Training Award for Varsity Scouting

Progress Record



Candidate's Personal Information

Name: _____

Address: _____
City State Zip

Email: _____

Crew No. _____ District: _____

Council Name: _____

Tenure

Complete at least two years of tenure as a registered adult leader in a Varsity Scout team.

From _____ to _____

From _____ to _____

Training

Complete basic training for Varsity Scout leaders.

Complete This Is Scouting training.

Attend a university of Scouting (or equivalent), or attend at least four roundtables/huddles (or equivalent) during each year of the tenure used for this award.

Approved by:

Team Committee Chair

Date

Performance

Do the following during the tenure used for this award:

Participate in an annual team planning meeting in each year.

Serve as an adult leader in a team that achieves at least the Bronze level of Journey to Excellence in each year. The Quality Unit Award is acceptable if the tenure used is prior to 2011.

Give primary leadership in meeting at least one team Journey to Excellence objective in each year.

Participate in at least one additional supplemental or advanced training event at the council, area, region, or national level during the two years.

Approved by:

Team Committee Chair

Date

Training Committee Action

The leadership training committee has reviewed this application and accepts the certification that the candidate meets the required standards. The Scouter's Training Award is approved.

Approved by:

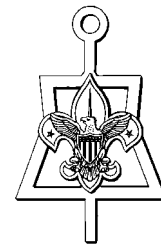
District or Council Training Committee Chair

Date



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Coach's Key Progress Record



Candidate's Personal Information

Name: _____

Address: _____
City State Zip

Email: _____

Team No. _____ District: _____

Council Name: _____

Tenure

Complete at least three years of registered tenure as a Varsity team Coach within a five-year period. (This can include the tenure used to earn the Scouter's Training Award.)

From _____ to _____

From _____ to _____

From _____ to _____

Training

Complete basic training for Coaches.

Complete This Is Scouting training.

Attend a university of Scouting (or equivalent), or attend at least four roundtables/huddles (or equivalent) during each year of the tenure used for this award.

Approved by:

Team Committee Chair

Date

Performance

Do the following during the tenure used for this award:

Achieve at least the Silver level of Journey to Excellence for at least two years. The Quality Unit Award is acceptable if the tenure used is prior to 2011.

Conduct an annual team planning session and have a published team meeting/activity schedule for the team's parents in each year.

Participate in at least one additional supplemental or advanced training event at the council, area, region, or national level.

Approved by:

Team Committee Chair

Date

Training Committee Action

The leadership training committee has reviewed this application and accepts the certification that the candidate meets the required standards. The Coach's Key is approved.

Approved by:

District or Council Training Committee Chair

Date



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Unit Leader Award of Merit

Background

Quality unit leadership is the key to a quality unit program—and it leads to better Scout retention. Statistics show that if young people stay engaged in the program for at least five years, the BSA's influence likely will stay with them for the rest of their lives. A quality Scouting experience will help keep Scouts in the program, and the Boy Scouts of America created the Unit Leader Award of Merit to recognize the quality unit leaders who make that happen.

The Unit Leader Award of Merit replaces the Scoutmaster, Varsity Team Coach, and Venturing Crew Advisor award of merit programs. This new recognition has revised requirements, and Cubmasters are also eligible for this recognition.

Requirements

The nominee must

1. Be a currently registered Cubmaster, Scoutmaster, Coach, or Advisor who has served in that position at least 18 continuous months.
2. Meet the training requirements for the registered position.
3. Distribute a printed or electronic annual unit program plan and calendar to each family in the unit.
4. Have a leader succession plan in place.
5. Effectively use the advancement method so that at least 60 percent of the unit's youth have advanced at least once during the last 12 months.
6. Cultivate a positive relationship with the chartered organization.
7. Project a positive image of Scouting in the community.

Nomination Procedure

1. The unit committee chair completes the Unit Leader Award of Merit Nomination Form on behalf of the unit committee. For Boy Scout troops, Varsity Scout teams, and Venturer crews, the nomination must include endorsement by the senior patrol leader, team captain, or crew president, respectively.
2. The unit or district commissioner certifies that the form is complete.
3. The unit submits the nomination form to the council for approval by the Scout executive and council commissioner or president. **The council is responsible for processing the award.**

The Award

Upon receipt of the approved nomination form, the council may present the Unit Leader Award of Merit, which includes a certificate, square knot with the appropriate device, and a special unit leader emblem. Recognition of this achievement may be presented at appropriate district or council events, such as district or council leader recognition dinners, training events, and board meetings.

The award may be presented for each program, Cub Scouts, Boy Scouts, Varsity, and Venturing, if the individual meets the requirements in each program. Only one knot is worn with the devices of each program that the award was earned in.

Unit Leader Award of Merit certificate, No. 512004

Scoutmaster emblem, No. 610093

Unit Leader Award of Merit square knot, No. 610091

Cubmaster emblem, No. 610094

Varsity coach emblem, No. 610092

Venturing Advisor emblem, No. 610095



Unit Leader Award of Merit Nomination Form

Submit to your local council service center.

Nominee's name as it is to appear on the certificate: _____

Address _____

City _____ State _____ Zip _____

Select one:

- | | | |
|--------------------------------------|-----------------|------------------------------|
| <input type="checkbox"/> Cubmaster | Pack No. _____ | Chartered organization _____ |
| <input type="checkbox"/> Scoutmaster | Troop No. _____ | Chartered organization _____ |
| <input type="checkbox"/> Coach | Team No. _____ | Chartered organization _____ |
| <input type="checkbox"/> Advisor | Crew No. _____ | Chartered organization _____ |

Service

Inclusive dates for the service in the above-selected position (include month and year; must be at least 18 continuous months of service in this position).

From _____ to _____ Number months of service _____

Training

Date nominee completed training requirements for this position (month and year) _____

Unit Program Plan

- Yes, this nominee's unit has an annual unit program plan and calendar, and it is shared with all families in the unit.

Unit committee chair initial _____

Succession Plan

- Yes, the unit has a replacement recruited and committed to take over the nominee's position as unit leader if necessary.

Replacement's name _____ Unit committee chair initial _____

Advancement

- Yes, at least 60 percent of the members of the nominee's unit have advanced at least once during the past 12 months.

Unit committee chair initial _____

Chartered Organization Relationship

- Yes, this nominee has a good relationship with the chartered organization.

Unit committee chair initial _____

Community Image

- Yes, this nominee has a positive image in our community.

Unit committee chair initial _____

Please attach a statement by the unit committee chair on behalf of the unit committee attesting to the nominee's performance as unit leader. For Scoutmaster nominations, also attach a statement by the troop's senior patrol leader. For Varsity Scout Coach nominations, also attach a statement by the team captain. For crew Advisor nominations, also attach a statement by the crew president.

Nominated by _____ Certified by _____
Unit Committee Chair Unit or District Commissioner

Date of nomination _____

Approved by _____ Date _____ and _____ Date _____
Scout Executive Council Commissioner or President

Planning Your Troop's Annual Program Budget

What is the unit budget plan? It is implementing the elements of a complete annual Scouting program for youth, committing as a unit to incorporate these elements, and then providing adequate funding for them.

If you like to raise money every month, plan your program as you go, limit your activities based on the unit's income, or not involve the youth members in the planning process, then this format may not be for you! Those leaders who want a meaningful, exciting, and comprehensive youth program that achieves the objectives of the Scouting program will find this format the ideal way to go.

The result is a well-managed, well-financed unit.

Recognizing this, the BSA recommends the following recipe:

1. Plan your troop's complete annual program.
2. Develop a budget that includes enough income to achieve the program.
3. Identify the amount of product (popcorn, for example) that will need to be sold per youth member to reach the income goal.
4. Identify service projects that the troop can participate in to bring income to the unit.
5. Get commitments from parents and youth.

BASIC EXPENSES

1] Registration Fees. When a boy joins, the unit normally asks him to pay the full \$24 national registration fee*, regardless of the number of months remaining in the unit's charter year. The unit sends to the council the prorated amount for those remaining months.

Note that fees are figured on a monthly basis: 1 month, \$2.00; 2 months, \$4.00; 3 months, \$6.00; 4 months, \$8.00; 5 months, \$10.00; 6 months, \$12.00; 7 months, \$14.00; 8 months, \$16.00; 9 months, \$18.00; 10 months, \$20.00; 11 months, \$22.00; 12 months, \$24.00.

The balance of the Scout's fee is kept in the unit treasury to supplement his dues in paying the next full year's fee. This procedure ensures prompt registration at charter renewal.

2] Unit Liability Insurance Fee. Troops are required to pay an annual unit liability insurance fee of \$40. This fee is submitted with the troop's annual charter application and helps to defray the expenses for their general liability insurance.

3] Boys' Life. *Boys' Life* magazine, the official publication of the Boy Scouts of America, is available to all members at \$12, which is half the newsstand rate. (Prorated fees are available for youth who join a unit during the year.) Every boy should subscribe to *Boys' Life* because of the quality reading content and the articles related to your unit's monthly program. It is part of a boy's growth in Scouting, and research proves he will stay in longer and advance further if he reads *Boys' Life*.

4] Unit Accident and Liability Insurance. Protecting the leadership and parents from financial hardship due to high medical bills from an unfortunate accident is a must for all involved in Scouting. Specific details on insurance programs are available from the local council.

5] Advancement and Recognition. Every youth member should earn and advance a rank each year. (Boy Scouts can do even more.) The Boy Scout advancement program has a number of options that include achievements, rank advancement, and merit badges.

6] Activities. Well-conceived and well-planned activities are critical to a successful annual program plan. Traditionally, such activities as Boy Scout hikes, camping, or high-adventure trips are financed by the youth and his family over and above the dues programs. It is suggested that the complete cost of these outings be built into the unit's budget.

7] Summer Camp. Central to Scouting is a summer camp experience. Local and national opportunities abound for Boy Scouts to have an exciting, program-rich summer experience.

8] Program Materials. Each unit needs to provide a certain amount of program materials. Depending on the type of program, these could include craft tools and supplies, camping equipment, videos and books, or ceremonial props. (Note: Units may not hold title to property; only chartered organizations or the local council legally can own property.)

9] Training Expenses. Trained leaders are the key to delivering a quality and safe program. Both adult and youth leader training should be considered an integral annual expense.

10] Full Uniforms. Traditionally, the individual pays for the uniform. We suggest that these expenses become part of the total cost of Scouting. The full Scouting program includes the full uniform!

* The same rate applies for registered adult Scouters.



11] Reserve Fund. The reserve fund might be established by a gift or loan from the chartered organization, by members of the committee, or by a unit money-earning project. The reserve fund should meet unexpected expenses. A new member's initial expenses may be met from the fund.

12] Other Expenses. These could include a gift to the World Friendship Fund, meeting refreshments, and/or contingency funds.

SOURCES OF INCOME

One well-planned fundraiser per year, such as selling popcorn, will help prevent having to ask families for extra money every week.

Some Important Points:

Paying your own way. This is a fundamental principle of the Boy Scouts of America. It is one of the reasons no solicitations (requests for contributions from individuals or the community) are permitted by units. Young people in Scouting are taught early on that if they want something in life, they need to earn it. This principle is among the reasons that adults who were Scouts are found to have higher incomes. The unit's entire budget must be provided for by the families, through either fundraising or other means such as dues or fees.

Except for council-sponsored fundraisers, all other fundraising projects require the submission of the Unit Money-Earning Application, No. 34427, to the local council. To ensure conformity with all Scouting standards on earning money, leaders should be familiar with the eight guides listed on the back of the application and in the financial record books.

OTHER HELPS

Additional information concerning unit budget plans, the treasurer's responsibilities, camp savings, forms, and records can be found in these publications: *Troop/Team Record Book*, No. 34508, and the *Varsity Scout Leaders Guidebook*, No. 34827. It is recommended that units use one of the commercial software programs developed for Scouting units, such as TroopMaster. These tools are great for keeping track of individual youth accounts. They are usually advertised in the back of *Scouting* magazine.

The Troop Operating Budget Worksheet

To develop your troop's budget, complete the worksheet and then share it with the Scouts' parents. In the case of Boy Scout troops, the patrol leaders' council reviews the budget and puts it in final form prior to study and adoption by the troop committee. Be sure to keep parents involved and informed. Program calendar and budget information needs to be communicated regularly to families, especially at the start of the program year.



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UNIT MONEY-EARNING APPLICATION

Applications are not required for council-coordinated money-earning projects such as popcorn sales or Scout show ticket sales.

Please submit this application to your council service center at least two weeks in advance of the proposed date of your money-earning project. Read the 10 guides on the other side of this form. They will help you in answering the questions below.

Pack
 Troop No. _____ Chartered Organization _____

Team
 Crew
Community _____ District _____

Submits the following plans for its money-earning project and requests permission to carry them out.

What is your unit's money-earning plan? _____

About how much does your unit expect to earn from this project? _____ How will this money be used? _____

Does your chartered organization give full approval for this plan? _____

What are the proposed dates? _____

Are tickets or a product to be sold? Please specify. _____

Will your members be in uniform while carrying out this project? (See items 3-6 on other side.) _____

Have you checked with neighboring units to avoid any overlapping of territory while working? _____

Is your product or service in direct conflict with that offered by local merchants? _____

Are any contracts to be signed? _____ If so, by whom? _____

Give details. _____

Is your unit on the budget plan? _____ How much are the dues? _____

How much does your unit have in its treasury? _____

Signed _____ Signed _____
(Chartered Organization Representative) (Unit Leader)

Signed _____ Signed _____
(Chairman, Unit Committee) (Address of Chairman)

FOR USE OF DISTRICT OR COUNCIL FINANCE COMMITTEE: Telephone _____

Approved by _____ Date _____

Approved subject to the following conditions _____

GUIDES TO UNIT MONEY-EARNING PROJECTS

A unit's money-earning methods should reflect Scouting's basic values. Whenever your unit is planning a money-earning project, this checklist can serve as your guide. If your answer is "Yes" to all the questions that follow, it is likely the project conforms to Scouting's standards and will be approved.

1. *Do you really need a fund-raising project?*

There should be a real need for raising money based on your unit's program. Units should not engage in money-earning projects merely because someone has offered an attractive plan. Remember that individual youth members are expected to earn their own way. The need should be beyond normal budget items covered by dues.

2. *If any contracts are to be signed, will they be signed by an individual, without reference to the Boy Scouts of America and without binding the local council, the Boy Scouts of America, or the chartered organization?*

Before any person in your unit signs a contract, he must make sure the venture is legitimate and worthy. If a contract is signed, he is personally responsible. He may not sign on behalf of the local council or the Boy Scouts of America, nor may he bind the chartered organization without its written authorization. If you are not sure, check with your district executive for help.

3. *Will your fund-raiser prevent promoters from trading on the name and goodwill of the Boy Scouts of America?*

Because of Scouting's good reputation, customers rarely question the quality or price of a product. The nationwide network of Scouting units must not become a beehive of commercial interest.

4. *Will the fund-raising activity uphold the good name of the BSA? Does it avoid games of chance, gambling, etc.?*

Selling raffle tickets or other games of chance is a direct violation of the BSA Rules and Regulations, which forbid gambling. The product must not detract from the ideals and principles of the BSA.

5. *If a commercial product is to be sold, will it be sold on its own merits and without reference to the needs of Scouting?*

All commercial products must sell on their own merits, not the benefit received by the Boy Scouts. The principle of value received is critical in choosing what to sell.

6. *If a commercial product is to be sold, will the fund-raising activity comply with BSA policy on wearing the uniform?*

The official uniform is intended to be worn primarily for use in connection with Scouting activities. However, council executive boards may approve use of the uniform for any fund-raising activity. Typically, council popcorn sales or Scout show ticket sales are approved uniform fund-raisers.

7. *Will the fund-raising project avoid soliciting money or gifts?*

The BSA Rules and Regulations state, "Youth members shall not be permitted to serve as solicitors of money for their chartered organizations, for the local council, or in support of other organizations. Adult and youth members shall not be permitted to serve as solicitors of money in support of personal or unit participation in local, national, or international events."

For example: Boy Scouts/Cub Scouts and leaders should not identify themselves as Boy Scouts/Cub Scouts or as a troop/pack participate in The Salvation Army's Christmas Bell Ringing program. This would be raising money for another organization. **At no time are units permitted to solicit contributions for unit programs.**

8. *Does the fund-raising activity avoid competition with other units, your chartered organization, your local council, and the United Way?*

Check with your chartered organization representative and your district executive to make certain that your chartered organization and the council agree on the dates and type of fund-raiser.

The local council is responsible for upholding the Charter and By-laws and the Rules and Regulations of the BSA. To ensure compliance, all unit fund-raisers MUST OBTAIN WRITTEN APPROVAL from the local council NO LESS THAN 14 DAYS before the fund-raising activity.

#34427

