PILLAR I - IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

	OBJECTIVE		% GOAL		
OBJECTIVE	STATUS	GOAL STATUS	COMPLETE	GOAL	COMMENTS
			COMPLETE	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]	Action Taken: This goal has been completed with the successful launch of Journey to Excellence and its integration into local council operations. Action Upcoming: On-going maintenance. Continue annual review process for Journey to Excellence criteria.
OBJECTIVE I: The BSA measures its success by the increase in the positive, differencemaking impact it has in the lives of youth.		Goals 112, 152 being met jointly	COMPLETE	sustainability. [December 2013] GOAL 152) 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	Action Taken: 9/23/13: 2014 metrics released, district dashboard progressing. 4/22/2013: Continue to provide on-going support to local councils. JTE 2013 dashboard went live on April 8 and the development process has begun for 2014 JTE criteria. Process continues through July and will engage BSA national staff and volunteers from all four Regions. JTE 2014 criteria and scorecards to be released at August Top Hands meeting. 2014 JTE criteria have been developed with the engagement of BSA national staff and volunteers from all four Regions. JTE 2014 criteria and scorecards were released at the August Top Hands meeting and are available online at the Mission Impact website. VOS completed its third cycle •and overall Net Promoter Score (38%) declined from Fall 2012 (41%). However, it is a testament to Scouting that scores went up in 5 of the 7 segments in the midst of the Membership Standards Policy controversy. Action Upcoming: •produce our Fall 2013 NPS.
			COMPLETE	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]	Action Taken: This goal has been completed. We have developed Memorandum of Understanding with all chartered organizations. Each organization has a link to a fact sheet and to the national organization on Scouting.org/membership. Action Upcoming: On-going maintenance. As chartered organizations are added, they will be added to the website.

PILLAR I - IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			10 - 25%	2) We have recruited qualified, committed individuals onto the National Executive Board and regional boards. Our objective is to develop boards that are more representative of America's diverse population and Scouting's future membership— in gender, ethnicity, and vocation. This effort will serve as a model for local councils. [May 2012] [December 2015]	Action Upcoming: Rex Tillerson, in his position as BSA Immediate Past President, chairs the 2014 Nominating Committee and this Strategic Plan goal has been presented and reviewed as a guiding principle and objective for their work.
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.		Goals 124, 721 being met jointly	51 - 75%	GOAL 721) 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] [May 2013]	Action Taken: In 2014, BSA is being featured around the country at more than 150 conferences focusing on Women professionals and leaders. Recently, BSA's Women In Leadership Forum was featured in Professional Women's Magazine. The featured story is online and being shared with more than 205,000 subscribers to DiversityComm's online publication. Employees are being encouraged to take online Generational Training. New National Office Diversity and Inclusion committee was formed in January 2014 focusing on supporting overall employee engagement. BSA is being position as an Top Employer for Women, Veterans, and Minorities in niche media. Developed an annual Diversity Scorecard. Generational Diversity Training is included in manager training. Managers will be held accountable for their Engagement Scores. Action Upcoming or On-going maintenance: We will continue to focus on elevating and marketing BSA to appeal to women, Military Veterans and minority markets. We will work to enhance the Employment Website to appeal to four diverse Generations. We will add testimonials and upload You Tube videos. We will continue working on securing the necessary technology such as an applicant tracking system that will appeal to job seekers and enhance our ability to an employer of choice.

PILLAR I - IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			COMPLETE	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]	Action Taken: Retention Tool Box completed and shared with councils.
			51 - 75%	The retention rate of BSA youth membership has increased to 75 percent from 69.5 percent in 2008. [December 2015]	Action Taken: The National Retention Traditional Rate in Dec 2013 was 70.2%, for the last 2 years there has been an increased emphasis placed on improving the retention rate of Cub Scouting, at the end of Dec 13 the rate was 65.8% with the NE region at the highest 70.1 and the SR lowest at 59.6%. As with all membership issues, the National membership debate on our policy effected all membership.
OBJECTIVE III: The BSA has increased its net membership by retaining youth in the Scouting program longer.			COMPLETE	3) We have reviewed the leader selection process and delivered to local councils a plan that supports full implementation of this process by units and charter organizations, including an emphasis on creating positive experiences for first-year volunteers. [June 2012]	Action Taken: This goal has been completed. Action Upcoming: Committee recommends that the leader selection process be incorporated into all training. Also, units need to develop leader succession planning from Den Leader through Cubmaster. As well Troops and Crews should have succession planning. Needs to be incorporated into leader literature.
			51 - 75%	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] [April 2014]	Action Taken: Work proceeds on the delivery of online registration capability for Youth, Parents and Volunteers. The reorganization of the national office support structure is having an impact on the generation of requirements for this process. We expect to complete online registration this year, but the date is dependent upon support from Design & Development within the new organization structure. Roles have changed with the new organization structure. We are in the process of educating the folks in the new org on business processes and decisions made by senior management over the last two years in support of online registration for Youth, Parents and Volunteers. Action Upcoming: Continue vetting requirements with the new organization. Adjust as necessary to the new direction and continue with the development, testing, pilot and rollout of online registration.

PILLAR I - IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			COMPLETE	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]	Action Taken: This goal has been completed. Action Upcoming: On-going maintenance in 2012 including spring recruiting plan in San Jose, California.
			COMPLETE	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]	Action Taken: This goal has been completed. Action Upcoming: Need ongoing maintenance with annual resources.
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.			76 - 99%	3) In partnership with local councils, we have developed and delivered an effective tool(s) to measure ethnic and other desired demographics of current and future youth served; established benchmarks for success in multicultural market share; and achieved an annual increase in multicultural market share in designated areas from 2012-2015. [December 2015]	Action Taken: Continue to work with Area Directors to increase Multicultural Markets share. We continue to fall behind in percentage of market share. Action Upcoming: Action steps are to continue to work with Area Directors through the end of 2014.
			COMPLETE	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] [2013]	Action Taken: This goal has been completed. Action Upcoming: This goal will require on going maintenance and financial resources to ensure success.
				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]	Action Taken: Total BSA (traditional) membership at end of December 2013 was 2,498,061 which is down (6.1%) from December 2012.

PILLAR I - IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

	OBJECTIVE		% GOAL		
OBJECTIVE	STATUS	GOAL STATUS	COMPLETE	GOAL	COMMENTS
			COMPLETE	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]	Action Taken: This goal has been completed. Goal is embedded in daily operations of CSM. Local council services (level 2/3) requested and to be delivered in June.
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.	Goals 152, 112 being met jointly	COMPLETE	GOAL 152) 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] [December 2013] GOAL 112) 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]	Action Taken: The Journey to Excellence criteria and Council Dashboard completed and launched in 2011 and 2012. Voice of the Scout, the newest JTE criterion, surveyed our customers in Spring and Fall 2012. More than 90% of councils voluntarily participated. Through VOS, Net Promoter Scores declined in the Fall survey compared to the Spring. Contributing factors include release of IV files and reaffirmation of BSA membership standards. Membership standards cited very often in comments in Northeast and Western Regions - the two Regions that experienced a decline in all seven segments. VOS results were made available on the November JTE dashboard and councils have the opportunity to address challenges head-on and continue to grow the elements of the Scouting program that are doing well. JTE 2013 dashboard went live on April 8. Action Upcoming: Continue to provide on-going support to local councils. JTE 2013 dashboard went live on April 8 and the development process has begun for 2014 JTE criteria. Process continues through July and will engage BSA national staff and volunteers from all four Regions. JTE 2014 criteria and scorecards to be released at August Top Hands meeting.	
	tangible outcomes as a result of their being in		COMPLETE	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]	Action Taken: This goal has been completed. We have developed new unit assessment tools for Packs, Troops, and Crews that focus on Key Performance Indicators found in the Journey to Excellence. These new tools are to be implemented twice a year so that unit health can be tracked and if issues arise they can be addressed in a timely fashion. We have developed the necessary tools for implementation by professionals and volunteers that will enhance the scouting experience by addressing specific quality measurements found in the Journey to Excellence. Assessment tools are featured in the "Unit Performance Guide".
			COMPLETE	GOAL 154) 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] [December 2013] GOAL 223) 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] [December 2013]	Action Taken: This goal has been completed. We've identified the path forward and a variety of successful alternatives in shared services; IOI, Easy Office, JTASA, the registration services project in Michigan and group purchasing.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS	
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.			COMPLETE	Goal 212) Each local council has completed a business plan performance assessment using the national guidelines for council business plan performance as one important metric. [December 2012] Goal 213) 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. [December 2012]	Action Taken: With the successful launch of JTE and every council being provided the opportunity to complete a Board Action Plan, this goal has been completed. As of 12/15/12, more than 80% of councils completed criteria #16 (Leadership and Governance: Developing a Board Action Plan). Action Upcoming: Continued support of local councils through on-site Board Retreats facilitated by staff or volunteers; webinars and conference calls hosted; expanding usage of the Capacity to Succeed assessment and the All Business Markets assessment to support "local, market-driven perspective."	
	СОМРІ			COMPLETE	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]	Action Taken: This goal has been completed.
		COMPLETE	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]	Action Taken: With all councils being provided the opportunity to complete (free of charge) a Board Self-Assessment and follow-up Action Plan, this goal has been completed. As of 12/15/12 more than 95% of councils completed Board self-assessments. Action Upcoming: Continued Maintenance and support. Mission Impact staff and volunteers continue to work with key departments within the National Council (Finance, Membership, Information Delivery Group, Regional Operations), plus Senior Management to analyze and consider potential council mergers, territory transfer or the implementation of an Alternative Business Model solution.		

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS	
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.			51-75%	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]	Action Taken: The amount raised to date is \$453M compared to the goal of \$500m. Action Upcoming: The goal will be met by the end of the plan cycle	
				51-75%	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] [December 2015]	Action Taken: The Discover card program launched in December 2012 continues to struggle to find its niche. We have identified the following areas of concern; they are a general lack of interest by most councils to "promote" potential credit card debit to their families, inability to promote cards signups through the traditional methods of direct mail and in person sales pitch, most adults are just not familiar with the benefits and our card has high monthly fees because of revenue sharing. We have promoted the program at both National annual meeting and Top Hands as well through email blasts and other electronic outlets like Scout Wire and Scouting.org web banners. The plan moving forward is to pause the campaign and review the barriers to success. We will then redesign the campaign to meet the needs of our customers, while generating revenue for local councils as well as the National Council. Action Upcoming: The One Car One Difference campaign, the official vehicle donation program of the BSA has generated over \$275,000 for local councils since its inception. We will continue to make a push to educate local councils about the benefits of the program and as well as how simple it is to implement. The 2014 Camp card program achieved 25 councils ordering a total of 329,800 cards. The 2015 program will kick off at the 2014 National Annual Meeting with a goal of selling at least 500,000 cards that would generate over 2 million dollars in support of Scouting.
			COMPLETE	GOAL 223) 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] [December 2012] [December 2013] GOAL 154) 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] [December 2013]	Action Taken: This goal has been completed. We've identified the path forward and a variety of successful alternatives in shared services; IOI, Easy Office, JTASA, the registration services project in Michigan and group purchasing.	
				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]	Action Taken: This goal has been completed. Action Upcoming: Local Council resources are continuing to be developed to assist Local Councils in driving revenue growth. In addition, Local Council requests for National Scout Shops are reviewed as capitol becomes available.	

OBJECTIVE	OBJECTIVE	GOAL	% GOAL	GOAL	COMMENTS
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.	STATUS	STATUS	51 - 75%	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]	Action Taken: Year to date 2014 (through April), four more local councils have joined the BSA Commingled Endowment Fund, LP, opening four accounts. Total local council entity participation is 60 accounts holding \$114 million of the total assets in the LP, which total \$517 million (as of March 31, 2014). YTD 2014 contributions to the LP total \$9.1 million, of which \$5.3 million came from new participants in the LP. There are 137 local councils that have expressed an interest in BSAAM and the associated LP. Of these 137 local councils, five councils have indicated they intend to join the LP, but they have not submitted completed documents yet. Year to date 2014, BSAAM team members have made 52 recorded contacts with interested councils, whether it be by phone, email or in person meeting. Year to date, the BSAAM team has received and responded to two formal Requests for Proposals from local councils; one chose a local provider, one is recent and feedback is pending. Additionally, the BSAAM team has made formal presentations to two local council investment committees, one of which decided to join the LP. The other one is pending further action, but interest is high. Also, Randy Kopsa presented BSAAM at the NE Region Area 2 meeting on April 5th. The main challenge in the past three months has been getting "in front of" local council investment committees. Part of that is due to the private offering rules which constrain how and how much we can proactively market BSAAM. Additionally, we continue to experience councils that invite BSAAM to respond to an RFP typically do not engage with BSAAM in discussions after the RFP response is submitted. This leads us to believe the council was simply using BSAAM as leverage against the council's local investment advisor or bank trust. We do want to help when and how we can. Our successes in the past three months include bringing on 4 new participating councils bringing over \$5 million in new money into the Endowment Fund. Additionally, the Intravest program is now down to having

OBJECTIVE	OBJECTIVE	GOAL	% GOAL	GOAL	COMMENTS
OBJECTIVE	STATUS	STATUS	COMPLETE	GOAL	COMMENTS
OBJECTIVE III: The BSA is committed to the highest standards of stewardship, governance, and transparency.			COMPLETE	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]	Action Taken: This goal has been completed.
			10 - 25%	3) Management recognizes the importance of an enterprise risk management program and the need to have the appropriate resources in place for a successful implementation. [December 2012] [December 2013]	Action Taken: Discussions have been held and a plan will be presented for consideration during 2014. With CFO Michael Ashline in place, the appropriate resources are in place. The new CFO has expressed a renewed commitment to the implementation of ERM. Action Upcoming: The development of a plan on how to proceed with ERM.
			10 - 25%	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] [December 2015]	Action Taken: In order for a comprehensive approach to be taken on this goal, it will now roll to the responsibilities of Scouting University.

PILLAR III - 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.

OBJECTIVE	OBJECTI VE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			COMPLETE	We have completed and analyzed an attitude, awareness, and usage study on the perceptions of Scouting among various segments of youth. [March 2011]	Action Taken: This goal has been completed.
				COMPLETE	3) We have completed a three-year, youth-targeted media campaign that has significantly improved youth awareness of and attitudes toward Scouting. [May 2014]
OBJECTIVE I: Scouting is "cool" with youth.			COMPLETE	4) We have leveraged Scouting's image in the market through strategic partnerships with at least three high profile organizations and/or companies that support the BSA's mission. [May 2013] [May 2012]	Action Taken: This goal has been completed. Action Upcoming: Tougher Than a Boy Scout aired this past spring on National Geographic channel. Working with outside organizations and leveraging partnerships is something we continue to work on along with others in the BSA. Relationships with BSA Racing, AT&T, Bass ProShops, Canon, and others, are ongoing relationships that are supported by many groups, departments and teams in the organization.
			51-75%	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] [December 2015]	This is an ongoing process, and is on target.

PILLAR III - 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.

OBJECTIVE	OBJECTI VE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE II: The BSA brand is recognized and valued nationally and locally across targeted audience segments.			COMPLETE	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]	Action Taken: This goal has been completed. Action Upcoming: While the goal has been met and articulated, it has been recognized that there will always be room and most probably, the need for continuous review and update as programs and structures change. As part of my duties as brand manager, I will monitor (along with others specifically tasked with working with high-adventure bases, etc.) to review the Scouting architecture/positioning of the BSA.
			COMPLETE	We have trained marketing chairs in all councils, areas, and regions. [December 2011]	Action Taken: This goal has been completed.
			COMPLETE	4) We have developed consistent, relevant, and appropriately branded messages for multicultural markets (e.g., African American, Hispanic, Asian, and Pacific communities). [December 2011]	Action Taken: This goal has been completed. Action Upcoming: Ongoing maintenance and support of the BSA's All Market Strategy.
			COMPLETE	5) We have a structure in place that educates new and existing volunteers and employees about the BSA brand. [May 2012]	Action Taken: This goal has been completed. Action Upcoming: The Marketing department continues to plan webinars to educate national office and council employees regarding the brand. To this degree, "brand camps" will be conducted to bring the education messages first to national office employees and later, to councils. An initial brand camp was held in May with the Marketing/Magazines/Communication Services/PR and Internal Communications areas.

PILLAR III - 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.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			COMPLETE	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] [October 2011]	Action Taken: This goal has been completed.
OBJECTIVE III: The BSA is positioned as a trusted advocate for youth.			COMPLETE	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]	Action Taken: This goal has been completed.
			51 - 75%	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]	Action Taken: There have been no necessary action steps to take since the last survey in December 2013. We re-ask Scout executives about their level of school access in their council annually, and the major survey items (re-running the perceptions studies) for this goal will occur in 2015. Action Upcoming: Through August 2014, we will re-ask Scout executives for their level of school access in their council as a part of the Summer Council Needs survey.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE I:			51 - 75%	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} [September 2015]	Action Taken: Cub Scout Handbook manuscripts 100% complete. Cub Scout Handbook covers 100% complete and interior layout 25% complete. Den Leader Guide manuscripts 35% complete, layout defined, cover design in process. Finalized design of immediate recognition. Challenge: Spanish language translation and layout scheduling. Now complete. Action Upcoming: Finalize Handbook layout. Launch at National Annual Meeting and Top Hands.
The BSA's programs match what today's youth both want and need.		Goals 412, 524 being met jointly	COMPLETE	communications and successfully met the	Action Taken: Created and developed best practices website and Cub Hub. Developed and launched two more boys life websites to support merit badges with additional online resources that allows for interactivity and feedback such as ask the experts, posting of videos, and photos, "Game Design" and "Programming". Have added resources for Merit Badge Counselors to provide tools to make their jobs easier. Pearson has been identified as our go forward vendor for Digital. They have been analyzing BSA to develop a plan. Action Upcoming: In September-December we expect to be able to begin conversations related to moving forward with Pearson. Once they have a plan and process for moving our back log of projects forward we can start discussing this strategic digital plan idea.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE II: The BSA is known as the premier outdoor program provider and educator.			76 - 99%	We have developed and shared with our councils a market-based report on the factors that define an exciting and outstanding year round outdoor experience for youth. [May-2012] [May-2013] [January 2014]	Action Taken: Released Wisconsin study report to 12 councils involved. Shared market analysis results on the Web for any council to see and use. Developing similar presentations to selected groups of councils in each region. Reorganization has taken us from the focused process. Action Upcoming: Train a group of councils (at least one group in each region) to use the market analysis process to support their development of quality program deliverables for their camp operations.
			76 - 99%	2) Councils are aware of and utilize the resources available to help them understand which elements of their camping programs and facilities do not fully deliver an exciting experience for youth participants. [December 2012]	Action Taken: Updated the NCAP process and delivered to all councils. Selected an additional 80 councils to go through the application/authorization process for 2014. Buy in by council's leadership to understand the reasoning for the process. Action Upcoming: Complete the application/authorization process with the selected 80 councils for 2014. Update the process and prepare the next group of councils for 2015 to start the process.
	Goals 423, 651 being met jointly	76 - 99%	Goal 423) The BSA has completed an inventory of leading youth-friendly conservation and environmental education programs and has provided instructions on how to incorporate the program for use in local summer camps, schools, and individual units [May 2012] [December 2012] [May2013] Goal 651) 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]		

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
			76 - 99%	1) We have provided councils with the templates, guidance, and experienced coaches needed to conduct council-wide 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] [December 2015]	Action Taken: Task force met to update 2015 syllabus. Action Upcoming: Planning fall course director conferences. Updating 2015 syllabus. Expanding the Leadership Academy to prepare youth instructors.
OBJECTIVE III: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.			COMPLETE	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]	Action Taken: Leadership Academy rolled out beyond Northeast Region. NAYLE expanded to Sea Base and Northern Tier.
			COMPLETE	3) The BSA has achieved national recognition for developing youth leaders through National Marketing Plan action taken in 2012. [December 2012]	Action Taken: This goal has been completed. Action Upcoming: Leadership and character development are core to the mission of Scouting. Messages about leadership are part of almost every communication. The BSA will continue to leverage these leadership messages as we talk about the 100th Anniversary of the Eagle Scout rank through to the close of 2012 - and beyond. These are part of our regular communications.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS	
				We have provided our membership access to electronic (online and DVD) versions of five key adult training courses. [January 2011]	Action Taken: We have >25 electronic courses with more in development.	
			COMPLETE	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]	Action Taken: The MyScouting Tools training function was rolled out on August 27, 2013. This goal has been completed.	
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.			COMPLETE	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]	Action Taken: This goal has been completed. Each team translated in Spanish at least one key training resource for Spanish-speaking volunteers. Volunteer Development - Cub Scout Leader Specific Training and Introduction to Outdoor Leadership Skills. Youth Development - So You're a New Den Leader on-boarding bilingual tool. Advancement - Essentials of Merit Badge Counseling PPT presentation and Scouting through Soccer Delivery Method.	
				COMPLETE	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]	Action Taken: This goal has been completed. All courses assigned and in progress. Analysis complete. Redesign in progress waiting for 411 changes to be resolved. All courses will be updated prior to May 2105.
			76 - 99%	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]	Action Taken: Continue to promote and encourage mandatory training in councils. Update of MyScouting Tools for record-keeping. Delay in the rollout of training chair access to MyScouting Tools Training Manager. Action Upcoming: National council has backed off mandatory role-based training of unit leaders at least until record keeping tools are available.	

PILLAR V - 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.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
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.			COMPLETE	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]	Action Taken: This goal has been completed.
			COMPLETE	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] [April 2014]	Action Taken: This goal has been completed. Action Upcoming: Reviewed by IDG Board Committee in February 2013 and decision was made to revisit in 2015 after major systems were online. The preliminary analysis indicated that there was no ROI at this time.

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
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.			51 - 75%	We have established an interactive methodology for the National Key 3 to regularly communicate with local council Key 3s. [June-2011] [May 2013] [May 2014]	Action Taken: We reported that it would proceed upon completion of Advancement and Unit Commissioner Tools. Those tools are in process, but not yet complete. Targeted Communications is in process and has made progress with the enhanced security and organizational navigation that was just implemented with the new security framework and forms framework 2.1. Online registration is another a priority that must be complete in order for us to proceed with Targeted Communications. Implementation of the new security framework and forms framework are precursors to the implementation of Targeted Communications. Those have been completed. Other priorities and holding up the completion of this goal. Action Upcoming: Complete online registration, commissioner tools and advancement tools.
			51 - 75%	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] [May 2013] [September 2014]	Action Taken: Extensive business analysis has been conducted on volunteer processes. Key tools have been identified to provide business process simplification for volunteers. These processes are being implemented in online registrations, commissioner tools, advancements and targeted communications. Simplified business processes have been identified for online registration, commissioner tools and targeted communications. These are being presented both to volunteers in focus groups and to the new Design & Development organization for feedback. That feedback is being incorporated into the tools under development and those in the business analysis process. Projects have been identified for each of these tools. Action Upcoming: Continue to launch Tools planned in the My.Scouting Tools portfolio to enhance our member and volunteer experience.
			COMPLETE	GOAL 524 / 412) We have introduced an easily accessible, internet-based resource center from which people can learn and contribute. It is designed to enhance communications and successfully met the interests, and needs of contemporary youth and support adults. [December 2012]	Action Taken: Created and developed best practices website and Cub Hub. Developed and launched two more boys life websites to support merit badges with additional online resources that allows for interactivity and feedback such as ask the experts, posting of videos, and photos, "Game Design" and "Programming". Have added resources for Merit Badge Counselors to provide tools to make their jobs easier. Pearson has been identified as our go forward vendor for Digital. They have been analyzing BSA to develop a plan. Action Upcoming: In September-December we expect to be able to begin conversations related to moving forward with Pearson. Once they have a plan and process for moving our back log of projects forward we can start discussing this strategic digital plan idea.
			COMPLETE	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] [April 2013]	Action Taken: This goal has been completed. Action Upcoming: IDG delivered Content update self-sufficiency in Nov. 2012. As part of additional My Scouting Tools deliveries in December of 2012 and January 2013. My Scouting Tools continues to be enhanced to support improved quality of data.

PILLAR V - 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.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
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.			COMPLETE	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] [June 2012]	Action Taken: This goal has been completed. Action Upcoming: We are administering grants for which we will maintain council communications to evaluate their effectiveness.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE I: By expanding its role as a leading advocate for			COMPLETE	We have created the national staff position(s) and/or volunteer structure to support our youth advocacy efforts. [December 2011] [December 2013]	Action Taken: This goal has been completed with the implementation of a volunteer structure to support our youth advocacy efforts on a national scale. Budget cuts in 2011, 2012 and 2013 prevent us from adding the new staff position originally outlined in this goal. Action Upcoming: Not a new goal proposal but in 2013-14, convene a total of five National Symposiums based on transforming Boys to Men the Boy Scout Way.
youth issues, the BSA creates an environment in which councils can succeed.			COMPLETE	2) We have developed working relationships with 10 leading national experts and/or organizations in the youth advocacy field. [January 2012]	Action Taken: This goal has been completed.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL	GOAL	COMMENTS
OBJECTIVE II: The BSA is recognized as an advocate for health and fitness for all youth and adults.			COMPLETE	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]	Action Taken: This goal has been completed. Action Upcoming: The SCOUTStrong Healthy Living Initiative is an ongoing program; for example it will have a large presence at the 2013 Scout Jamboree.
			COMPLETE	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] [June 2013]	Action Taken: This goal has been completed. Action Upcoming: Continued partnerships with both the Cleveland Clinic and Child Obesity 180.
		Goals 623, 624 being met jointly	76 - 99%	Goal 623) 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. [January 2013] [September 2015] Goal 624) We have provided each council with a template for offering a health and fitness camporee for Boy Scouts and a health and fitness program for Cub Scout Day Camps as a means of increasing health and fitness knowledge and participation among young people. [December 2012] [September 2015]	Action Taken: Working with the 411 Cub Scout, Boy Scout, and Venturing task forces to update the advancement requirements. Making sure that all program levels have bought into the changes. Action Upcoming: Roll out of Venturing changes in May 2014. Share changes in the Cub Scout program at the May National Annual Meeting 2014.
			51-75%	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] [September 2015]	Action Taken: Part of the 411 effort; tied directly to the progress of the 411 project. Action Upcoming: Continued meetings and participation with the 411 team.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS	
			COMPLETE	We have encouraged units to provide regular service and Good Turns to local elementary, middle, and high schools. [December 2011]	Action Taken: This goal has been completed.	
			COMPLETE	A task force has reported on how we can reposition Scouting with education. [December 2012]	Action Taken: This goal has been completed. Action Upcoming: The task force's report will be completed and submitted by October 2012. An educational relationship task force is now part of Community Alliances. Task force was involved in Membership Standards study initiative. Task force is also working to improve BSA relations with education organizations. Task force is part of Community Alliances committee	
OBJECTIVE III: The BSA takes a leadership position as an			COMPLETE	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]	Action Taken: This goal has been completed.	
advocate for education, youth leadership, community service, environmental stewardship, and strengthening families.				51 - 75%	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] [April 2013]	Action Taken: Still working towards a communications plan to support goal 635. Successful in visiting thought leaders in support of moving our partnership forward. Action Upcoming: Meet with the Marketing group and implement a communication plan.
			COMPLETE	6) We have developed a youth advisory council to provide the youth voice through participation on National committees, task forces, and youth-lead conferences advocating issues that affect their lives. (December 2015).	Action Taken: 18 youth were selected to participate on National Committees representing program, marketing, membership, innovation and camping. These youth rotated travel to the various National Executive Board Meetings. All 18 attended the May National Annual Meeting in Orlando, FL. During the summer of 2012, we held a planning youth conference at Philmont and we had 8 participants. These youth helped to plan the 2013 youth conference at Philmont. March 26 - All 18 youth have been integrated in to their respective program committees. Some are being made feel more welcome than others. The youth have all attended two meetings in person and 1 by dial in at this point. I have had positive feedback from training, outdoor programs, advancement, youth development, membership, innovations and marketing. Selected youth coming to National Meeting in May.	

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
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.			COMPLETE	Develop innovative and adaptable template for local council awards and recognitions for volunteers who positively influence participation and impact, in addition revise key BSA awards and recognition components to promote and expand Scouting's role in advocating for education, leadership, service, environmental stewardship and strengthening families. [December 2012]	Action Taken and Completed: New uniform website now active and this goal has been completed. The new guide has been distributed and in partnership with supply a new web access portal was created for uniforming that will continue to be developed with the rest of the insignia data as funding allows. These two resources allow units and parents quick access to uniforming and insignia standards. It also outlines all of the awards at the time published. This met the strategic plan goal of providing current, relevant and dynamic information at their fingertips.
			COMPLETE	Each year beginning in 2011, we have recognized local councils that represent best practices in building and sustaining strategic partner relationships. [December 2015]	Action Taken: This goal has been completed. Each member of membership impact is aligned with an area. Through the area director and identified councils, best practices are collected from out in the field and posted to the best practices website. Upcoming Action: Above listed action is on-going through area and council service throughout the year.
			26 - 50%	3) We will develop new sponsorship models and partners to enable us to organize more packs, troops, and crews. [May 2013] [May 2015]	Action Taken: A streamline approach of identifying chartered organizations that have business models that have experienced success with attracting new members. It's been an ongoing process to determine the affect the membership standard resolution has had on the short and long term relationships with chartered organizations. Most of the units that lost support of their chartering organization found a new home with a willing chartering organization, which help to minimize the net lost of units. Action Upcoming: Scheduling and meeting with organizations one on one.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL	GOAL	COMMENTS
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.	SIMIUS	Goals 423, 651 being met jointly	76 - 99%	Goal 423) The BSA has completed an inventory of leading youth-friendly conservation and environmental education programs and has provided instructions on how to incorporate the program for use in local summer camps, schools, and individual units [May 2012] [December 2012] [May 2013] Goal 651) 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 2013]	Action Taken: Continue to develop additional resources to share with councils. Task Force of volunteers appointed to analyze and develop the list. Getting a group of volunteers to devote the time to gather the data. Action Upcoming: Build the list. Create a place on the web for the list to reside to support local council efforts.
			76 - 99%	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] [December 2013]	Action Taken: Execution of goal is in place. Action Upcoming: Complete key Report to the Nation with Secretary of Interior.
			COMPLETE	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]	Action Taken: This goal has been completed. Action Upcoming: Regular job duties.

PILLAR VII - LEADERSHIP EXCELLENCE & CULTURE: Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE I: The BSA's national, regional, and council executive boards all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.			COMPLETE	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]	Action Taken: ScoutingU project completed November 2013. Department launched January 2014.
			COMPLETE	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] [December 2012]	Action Taken: This goal has been completed through the design of a new Board training template and its release and continuing promotion to local councils. This Board training template has been used in facilitation by Mission Impact staff and volunteers from all four Regions. Action Upcoming: Continue to promote the usage of the new Board training tool and support documents available on a newly developed Mission Impact public website (serving volunteers and staff alike).
			COMPLETE	3) We have implemented three new methods to re-engage 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]	Action Taken: This goal has been completed. All four regions now have Scouting Alumni Association/NESA chairmen and are working to recruit area chairs. A two-tier membership was initiated in 2013 and the SAA is experiencing excellent growth. Action Upcoming: Area chairman will work directly with councils which do not have an alumni program to get them on track.

PILLAR VII - LEADERSHIP EXCELLENCE & CULTURE: Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE II: The BSA attracts, recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.		Goals 721, 124 being met jointly.	51 - 75%	GOAL 124) 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] [May 2013] GOAL 721) 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] [May 2013]	Action Taken: In 2014, BSA is being featured around the country at more than 150 conferences focusing on Women professionals and leaders. Recently, BSA's Women In Leadership Forum was featured in Professional Women's Magazine. The featured story is online and being shared with more than 205,000 subscribers to DiversityComm's online publication. Employees are being encouraged to take online Generational Training. New National Office Diversity and Inclusion committee was formed in January 2014 focusing on supporting overall employee engagement. BSA is being position as an Top Employer for Women, Veterans, and Minorities in niche media. Developed an annual Diversity Scorecard. Generational Diversity Training is included in manager training. Managers will be held accountable for their Engagement Scores. Action Upcoming or On-going maintenance: We will continue to focus on elevating and marketing BSA to appeal to women, Military Veterans and minority markets. We will work to enhance the Employment Website to appeal to four diverse Generations. We will add testimonials and upload You Tube videos. We will continue working on securing the necessary technology such as an applicant tracking system that will appeal to job seekers and enhance our ability to an employer of choice.
			COMPLETE	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]	Action Taken: This goal has been completed. We have 2 mentoring programs in place and will be adding at least one more, as part of the ALDP high potential program. These will be maintained as part of regular job duties.
			COMPLETE	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]	Action Taken: This goal has been completed. CPD has completed the transformation of PD-L1 into a new entry level course that has a blended approach to learning. The new course District Operations Basic (DOB) consists of 87 eLearning modules that entry level district executives must complete prior to attending the week long experiential session. Our BETA test was the middle of August and we go live with the week-long session on September 29th. The eLearning portion began May 1st, 2013. Action Upcoming: Our next major change in 2014 will be to redesign PD-L2 and First Time Staff Leader Orientation by September 30, 2014.
			COMPLETE	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]	Action Taken: Implemented recommendations from the 2013 Cleveland Clinic Health evaluation.

PILLAR VII - LEADERSHIP EXCELLENCE & CULTURE: Scouting's youth, volunteer leader	ers, and employees exemplify leadership excellence across all aspects of the movement.
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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
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 everchanging society.	0,,,,,,		COMPLETE	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]	Action Taken: This goal has been completed.
			COMPLETE	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]	Action Taken: This goal has been completed.
			51 - 75%	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]	Action Taken: None - survey completed in November 2013. Next survey scheduled for November 2014. Action Upcoming: Next survey scheduled for November 2014.
			76 - 99%	by the accomplishment of a set of strategic	Action Upcoming: The strategic results to be accomplished are those stated in our desired future state. We will continue to monitor progress toward accomplishing the Strategic Plan objectives and make adjustments as needed. Currently, 85% (76) of our plan's 89 goals and 80% (21) of our 26 core objectives are on target (green) or completed (purple).