

**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
<p>OBJECTIVE I: The BSA measures its success by the increase in the positive, difference-making impact it has in the lives of youth.</p>	<p>All goals are on target and moving forward at this time.</p>		26 - 50%	<p>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]</p>	<p><b>Measure:</b> Launch of the Journey to Excellence for council, district, and units and Voice of the Scout. <b>Actual To Date:</b> Journey to Excellence Council page launched. <b>Action Taken:</b> The first part of the goal has been boldly achieved with the launch of Journey to Excellence on January 1, 2011. <b>Action Upcoming:</b> Part 2 is underway which is to design templates for employee related goals as well as for volunteer roles and committees.</p>
			26 - 50%	<p><b>GOAL 112)</b> 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] <b>GOAL 152)</b> 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]</p>	<p><b>Measure:</b> Launch of the Journey to Excellence for council, district, and units and Voice of the Scout. <b>Actual To Date:</b> Journey to Excellence council launched and others on target for scheduled launch. <b>Action Upcoming:</b> Integrate strategic management process with Journey to Excellence. Develop Journey to Excellence district / unit deliverables. Pilot Voice of the Scout and integrate into Journey to Excellence. Develop and implement Voice of the Scout. Develop model that incorporates methodology from each impact department into focus areas of strategic plan. Both goal 112 and 152 will be accomplished through the same projects.</p>
			51 - 75%	<p>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]</p>	<p><b>Action Taken:</b> Meeting scheduled communication. Need to work on e-learning tools. Communications plan outline begun, will be shared with staff for implementation. Communications will include utilizing internal communications tools and processes. Communication plan shared with staff--implementation will begin in May with articles for Scoutwire and e-learning opportunities. Increasing level of external communications happening via ScoutWire and webinars.</p>

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<p>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.</p>	<p>The Objective status is yellow due to two challenges. The first is related to technology limitations in adequately tracking ethnicity. The second issue is more of timing. The need to build diversity in nominating committees will have to take place first before we see board results.</p>	<p>Yellow</p>	<p>26 - 50%</p>	<p>1) We have implemented a tracking system for more effectively measuring ethnic and other desired demographics of BSA youth membership, and have established appropriate benchmarks for minimum and desired performance at the local, council, and national levels. [December 2011]</p>	<p><b>Action Taken:</b> Committee has met and will continue to meet as part of national strategic plan task force for this goal.</p>
		<p>Red</p>	<p>10 - 25%</p>	<p>2) We have recruited ethnically diverse, qualified, and committed individuals in proportion to our demographics onto the National Executive Board and regional boards, thereby providing a model for local councils. This effort provides better representation of our intended BSA membership. [May 2012]</p>	<p><b>Action Upcoming:</b> Discussion with chairman of nominating committee. Obtained a 'best practice' example from a metro council for process by which they regularly track diversity of the board in relation to the communities they serve. Development of action plan and time-line. There is progress being made at the Regional Board level with nominating committees currently looking at how to find culturally relevant board members. It is an agenda items for Regional Board conference calls.</p>
		<p>Yellow</p>	<p>26 - 50%</p>	<p>3) In partnership with our councils, we have developed and implemented strategies, including market segmentation, to increase market share in councils with high minority representation, specifically focusing on African American, Asian, and Hispanic youth and adults. After establishing a baseline by developing demographic tracking capability in ScoutNet, we have achieved four years of increasing market share in each of these target minority groups, beginning in 2012. [December 2012]</p>	<p><b>Measure:</b> Average % increase in market share of targeted councils. Target: 80% <b>Actual To Date:</b> 30% <b>Action Taken:</b> Continue to develop strategies including resources to support councils with highly concentrated African, Asian and Hispanic Americans. <b>Action Upcoming:</b> Developing comprehensive volunteer led Hispanic/Latino Membership Growth Plan by December 2011 including position description, organizational structure and time line for unit, district and council volunteers by December 31, 2011</p>
		<p>Green</p>	<p>76 - 100%</p>	<p>4) We have altered BSA professional employee personnel evaluations, development, and recognitions to include ethnic membership diversification as a key metric for each council. [December 2012]</p>	<p><b>Action Upcoming:</b> Working with BSA's Internal Communications Team and Diversity Committee, we have established a comprehensive Employee Recognition Program, Scouting Honors. The program is being piloted at the national level and will be rolled out to local councils in 2012. We are completing exit interviews for employees who voluntarily terminate to review/evaluate our current employment process as well as our work environment and employee engagement. Exit interviews will be summarized quarterly to share with Chief's Cabinet. Areas of concerns as well as areas to celebrate will be highlighted. Working with our Strategic Planning Department, we have established a Scouting Ambassador Program that will provide and support an on boarding process for all new hires. The Scouting Ambassador Program will help communicate expectations to new hires who have no familiar connection to the Scouting program. Create budget to support continued support of employee focused programs.</p>

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<p>OBJECTIVE III: The BSA has increased its net membership by retaining youth in the Scouting program longer.</p>	<p>Objective is on target overall - although we see some risk in a couple due to tie into technology time table</p>	<p>Yellow</p>	<p>25-50%</p>	<p>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]</p>	<p><b>Action Taken:</b> First meeting of task force was in April, committee is in place, developing a survey, have met in May, June and July. We will not meet again until August after Top Hands, surveying about 55 Councils on retention. <b>Action Upcoming:</b> Finishing the report/results from the survey to share broadly with all councils.</p>
		<p>Yellow</p>	<p>25-50%</p>	<p>2) The retention rate of BSA youth membership has increased to 75 percent from 69.5 percent in 2008. [December 2015]</p>	<p><b>Measure:</b> Dec. 2010 year-end retention rate was 55% (down 15% since 2008), but we have seen good progress through the 2nd quarter of 2011. National retention as of Sept. 30 was 69.7%. We showed an overall growth in traditional membership at the close of Sept. 2011 due to a plus in Boy Scouts of nearly 11,000 and an increase in the retention of Cub Scouts. <b>Action Taken:</b> See goal 131 above</p>
		<p>Green</p>	<p>51 - 75%</p>	<p>3) We have developed and introduced a new comprehensive leader selection and support process that focuses on positively impacting the first year of a new member's experiences. [June 2012]</p>	<p><b>Action Taken:</b> Top 25 partners identified, professional staff assignments have been made, and we will be evaluated by department director. <b>Action Upcoming:</b> In process of drafting specific plan which will include by dates, talking points, and individual strategies. Volunteer committee identified to start process to review and rewrite Charter Organization Representative training syllabus, draft specific talking points for meeting between Institution Head, volunteer and professionals, and develop tracking mechanism for Institution Head visits to be added to website resources.</p>
		<p>Green</p>	<p>51 - 75%</p>	<p>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]</p>	<p>Moving from data models and architectures to web services. Counted development per project plan. Data models have been proven. PAS data synchronization and testing underway.</p>

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<p>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.</p>	<p>All goals are moving forward at this time</p>	<p>COMPLETE</p>	<p>COMPLETE</p>	<p>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]</p>	<p><b>Action taken:</b> Developed and shared 5 Best Practices</p>
		<p>26 - 50%</p>	<p>26 - 50%</p>	<p>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]</p>	<p><b>Action Taken:</b> Prep for the training and rollout. <b>Action Upcoming:</b> BeAScout enhancements enabling prospects to complete an online member or leader application. The applications will be submitted to the unit and then the council for processing. The training plan for registrars will focus on what they need to know regarding these processes.</p>
		<p>51 - 75%</p>	<p>51 - 75%</p>	<p>3) We have developed and introduced relevant and impactful metrics for measuring, evaluating, and recognizing membership growth, accounting for council-specific demographics, current market share, and other environmental factors. [January 2011]</p>	<p><b>Measure:</b> % improvement in diversity of the councils we serve. Target: 80% <b>Actual to Date:</b> 50% <b>Action Taken:</b> End of June 2011 showed a plus of 4155 in total youth served in three identified cultural markets. Diversity metrics need to be developed we can track month of current year to same month of prior year. Reports for first quarter forthcoming: Complete--reports on MyBSA Diversity metric now developed to show members by councils for demographic markets. <b>Action Upcoming:</b> Need to obtain available youth by demographic market still to complete.</p>
		<p>76 - 100%</p>	<p>76 - 100%</p>	<p>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]</p>	<p><b>Action Taken:</b> Designed the program training. <b>Action Upcoming:</b> Original roll out date of Fall 2011 has been delayed. When all initiatives of this project are completed and rolled out, BeAScout will enable prospects to complete an online member or leader application. The applications will be submitted to the unit and the council for processing. The training plan for council registrars will focus on on-going support of BeAScout.</p>
		<p>10 - 25%</p>	<p>10 - 25%</p>	<p>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]</p>	<p>Plans are in place for recruiting and retention efforts for fall of 2011. Early returns are very positive with Northeast and Western Regions showing growth through August. 2011 should see the BSA return to a growth position overall.</p>

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<p>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.</p>	<p>All goals are moving forward at this time.</p>	<p>COMPLETE</p>	<p>COMPLETE</p>	<p>1) We have fully implemented the Council Strategic Management Program across the organization so that all councils are focusing on the standard key performance indicators, utilizing the strategic planning tools and processes, and receiving system-wide level three services, where appropriate, from national personnel as well as local councils. [December 2011]</p>	<p>Accomplished through Journey to Excellence and council service model delivery. Now working to maintain these systems and continue council support.</p>
		<p>26 - 50%</p>	<p>26 - 50%</p>	<p><b>GOAL 152)</b> 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] <b>GOAL 112)</b> 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]</p>	<p><b>Measure:</b> Launch of the Journey to Excellence for council, district, and units and Voice of the Scout. <b>Action to Date:</b> Journey To Excellence council launched and others on target for scheduled launch. <b>Action Upcoming:</b> Integrate strategic management process with Journey to Excellence. Develop Journey to Excellence district/unit deliverables. Pilot Voice of the Scout and integrate into Journey to Excellence. Develop and implement Voice of the Scout. Develop model that incorporates methodology from each impact department into focus areas of strategic plan. Both goal 112 and 152 will be accomplished through the same projects.</p>
		<p>0%</p>	<p>0%</p>	<p>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]</p>	<p>This goal will be addressed in 2012. No action taken to date. No planning noted in comments section.</p>
		<p>26 - 50%</p>	<p>26 - 50%</p>	<p><b>GOAL 154)</b> 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] <b>GOAL 223)</b> 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]</p>	<p><b>Measure:</b> # of councils below bronze <b>Actual to Date:</b> 11 <b>Action Taken:</b> First meeting of volunteer task force scheduled for May 25th at National Annual Meeting, number of councils scoring below the bronze level reduced by 50% (8/1/11). <b>Action Upcoming:</b> Provide support to councils below bronze level as appropriate. Both goal 154 and 223 will be accomplished through the same project</p>

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>Actions steps within goals are moving forward. Status will be green by year end.</p>		26 - 50%	1) The National Council and each local council are financially stable with balanced budgets, appropriate cost structures, and additional funding models. [December 2015]	<b>Measure:</b> % of councils will improve Journey to Excellence scores for finance indicators 1, 2, 3 <b>Actual to Date:</b> #1 - 60%, #2 - 60%, #3 - 70% <b>Action Taken:</b> Journey to Excellence has been launched to measure success. <b>Action Upcoming:</b> Changes to Journey to Excellence criteria are evolving to insure overall financial health of councils.
			10 - 25%	2) Each local council has completed a business plan performance assessment using the national guidelines for council business plan performance as one important metric. [June 2012]	<b>Measure:</b> Train 29 Area Directors on how to assist their local councils in developing business plans <b>Actual to Date:</b> 0 <b>Action Taken:</b> New online tool for President orientation. Launched Alternative Business Model Task Force at National Annual Meeting 2011. <b>Action Upcoming:</b> Research other business models and best practices. Develop and implement a pilot program.
			26-50%	3) We have developed operating performance guidelines, along with "boots on the ground" support, to help council and area management develop and evaluate council business plan performance from a local, market-driven perspective. [September 2011]	The Council Assessment team is leading is the methodology to accomplish this goal.
			76 - 100%	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]	<b>Measure:</b> Campaign rolled out. <b>Actual to Date:</b> 95% <b>Action Taken:</b> Plan was presented and adopted by Finance Impact Support Committee <b>Action Upcoming:</b> Communications plan for the release of collateral material is underway. Cross functional efforts are underway with the BSA Foundation and the Office of Development.
			10 - 25%	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]	<b>Action Taken:</b> 28 councils have completed board self-assessment and 90 are in process. <b>Action Upcoming:</b> This goal is part 2 of an earlier goal which requires the design, testing and implementation of various business models that allow for more options on how best to deliver Scouting in communities. In the mean time, these conversations are taking place at annual council progress reviews.

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<p>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.</p>	<p>Summit fundraising ahead of schedule. Good progress being made in the establishment of new funding ventures. National Supply completed first-ever all staff training program in July. The results of this training will help advance goal 224. BSAAM continues to be an on-going push with local councils. Education on and promotion of BSAAM was conducted in August at Top Hands. Overall, these goals will be progressing and getting back on target in 2012.</p>		76% - 100%	1) The National Council, in frequent partnership with local councils, has raised \$500 million. Those funds are being used to develop The Summit: Bechtel Family National Scout Reserve and to support national initiatives to increase local council growth capacity. [December 2015]	\$400 million raised to date, continuous search for prospects and asks	
			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]	This is an ongoing goal and will always be growing and developing. Continue to secure commitments	
			26 - 50%	<p><b>GOAL 223)</b> 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. [<del>June 2012</del>] [December 2012]</p> <p><b>GOAL 154)</b> 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]</p>	<p><b>Measure:</b> # of councils below bronze <b>Actual to Date:</b> 11 <b>Action Taken:</b> First meeting of volunteer task force scheduled for May 25th at National Annual Meeting, number of councils scoring below the bronze level reduced by 50% (8/1/11). <b>Action Upcoming:</b> Provide support to councils below bronze level as appropriate. Both goal 154 and 223 will be accomplished through the same project.</p>	
				10 - 25%	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]	Pilot of Council Distributor Training has been completed. New inventory analysis tools developed for council distributors. Roll out of new customer service and sales training programs to council distributors. Propose goal date change to December 2012 due to delayed roll out.
					10 - 25%	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]

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<p>OBJECTIVE III: The BSA is committed to the highest standards of stewardship, governance, and transparency.</p>	<p>Overall the objective is green. We see the goal in yellow turning green soon</p>		76 - 100%	1) Each council executive board has established an audit committee that is in compliance with guidelines outlined in the AICPA Audit Committee Charter Matrix and that includes at least one member who is a trained and experienced professional accountant. [December 2011]	<p><b>Measure:</b> Completion and deployment of matrix. <b>Actual to Date:</b> 90% <b>Action Taken:</b> New audit committee guidebook for local councils has been drafted that incorporates these concepts. Task force of volunteers and staff to vet draft in coming weeks for roll-out at National Annual Meeting 2011 <b>Action Upcoming:</b> Marketing and support plan to be implemented this fall. Draft of model to be used by local councils is not yet ready for volunteer task force review</p>	
			0	2) Each council executive board has an investment or portfolio committee chair who is experienced in modern portfolio management. [December 2011]	The finance - mission critical task force recommended in 2010 that this goal be removed and thus no resources were assigned as accountable to complete it. This goal is in conflict with goal 225 BSAAM.	
				10 - 25%	3) The National Council has implemented an enterprise risk management program by December 2011 and we have created a framework for local council development of enterprise risk management fundamentals. [December 2012]	An action plan has been written and is awaiting discussion with CFO. Consideration by management to the approach to be taken for moving forward with an Enterprise Risk Management program.
				26 - 50%	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]	<p><b>Measure:</b> Compendium developed, outlined and tested <b>Actual to Date:</b> 50% <b>Action Taken:</b> Finance Impact Department has outlined potential content for inclusion in the compendium. <b>Action Upcoming:</b> Develop a comprehensive cross-functional team to drive the process forward. Due to technology platform changes this goal's due date may not be realistic.</p>

**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
<p>OBJECTIVE I: Scouting is "cool" with youth.</p>	<p>Initial research phase has been completed and information is being used in developing recruitment strategies. A successful Youth Summit was conducted in July, next event scheduled for May 2012. National media campaign is well done and initial results are outstanding. Plan is on track to increase impact on the BSA through Scouting-branded products and licensing.</p>	<p>COMPLETE</p>	<p>COMPLETE</p>	<p>1) We have completed and analyzed an attitude, awareness, and usage study on the perceptions of Scouting among various segments of youth. [March 2011]</p>	<p>The findings from the study have been presented at the 2011 National Annual Meeting. In addition, Marketing Communications has used the findings from the study to guide their 2011 recruitment marketing efforts.</p>
		<p>10 - 25%</p>	<p>2) We have conducted the first meeting of a youth advisory panel to provide continuous feedback with a youth perspective. [August 2012]</p>	<p>Youth Summit 'Beyond Conference' in July - presented concept and received feedback from youth on what they thought the role and scope of the advisory panel should be. <b>Action Upcoming:</b> Recruit a volunteer youth advisor - by Sept 30 (Pat Wellen) Identify National Committees for youth inclusion and talk with their staff advisor and volunteer chairman by October 31. (Don Shepard and Pat Wellen) Provide councils with youth nomination procedures by October 31 with nominations due by November 22. Complete selection process in January 2012. (Pat Wellen, Don Shepard, volunteer advisor) Notify youth in January 2012 so that they can be available for the May 2012 National Annual Meeting and coordinated conference calls before the meeting to get them up to speed on their position and what is expected of them (volunteer advisor).</p>	
		<p>26 - 50%</p>	<p>3) We have completed a three-year, youth-targeted media campaign that has significantly improved youth awareness of and attitudes toward Scouting. [May 2014]</p>	<p>National media targeting moms of boys age 6-10 has been launched and is in market. An extensive recruiting campaign in 8 designed market areas (30+ local councils) is also in market. Finalize execution of all media tactics. Readout of full program results. Planning for expansion in 2012.</p>	
		<p>10% - 25%</p>	<p>4) We have leveraged Scouting's image in the market through strategic partnerships with at least three major youth-focused organizations and/or companies, such as Major League Baseball and the National Football League. [May 2013]</p>	<p>List of key potential partner organizations have been developed and are under discussion. Significant investments have been made in strengthening and utilizing the Indy Racing League relationship for fundraising and marketing including development of marketing materials. Discussions have also taken place on leveraging Summit-related relationships nationally. Finalized prospect list of organizations and plans for leveraging those relationships.</p>	
		<p>10 - 25%</p>	<p>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]</p>	<p>Consistently seeking opportunities to place products in prominent positions for all marketing or communications events inside Scouting (like Wayne wearing shirts with BSA marks in his video communications). Use of products in promotional events and video marketing that is supporting the Summit. Expanding of product placement in the consumer market through licensing...plan 6 to 10 new licensees in 4 to 6 new channels by end 2012 to drive to a total of \$3 million in licensing revenue in 2012.</p>	

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<p>OBJECTIVE II: The BSA brand is recognized and valued nationally and locally across targeted audience segments.</p>	<p>The past year has seen the Marketing Group get on task and produce significant results. Also future plans are in place and materials are being presented well in advance. Message platforms have been established and clearly articulated. Materials and events are educating both employees and volunteers about the BSA brand, marketing efforts and tools available.</p>		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]	In February 2011, an integrated marketing and public relations plan was created to reflect the positioning of the BSA's brand including those of its sub-brands. The theme of Prepared. For Life. introduced new BSA identity components, which not only included the national theme but provided a consistent tone and feel for the organization. This campaign was officially rolled out at the end of 2010 with continued follow up executions through February. The culmination of this positioning and platform was articulated at the 2011 National Annual meeting; visual and auditory messages related to this meeting were supervised and executed through brand management.
			COMPLETE	2) In the 2015 Cone Nonprofit Power Brand 100 report (or another survey selected in 2010), the BSA's brand equity is among the top five non-profits in America. [December 2015]	As this Cone Non-Profit status goal was evaluated several months back, it was determined that it actually is a measure of brand standing among similar organizations, and not a strategic plan goal that would require a project plan, budget, etc. Additionally, we have learned that the Cone Non-Profit brand ranking has been discontinued. Carol Cone, whose company sponsored the ranking, has now moved to Edelman Public Relations. That said, I can tell you that the brand building efforts overall have been very positive to date. We are seeing growing consistency in the brand presentation across regions, areas and councils and adoption of national templates have been very strong. The updated brand guide which include not only corporate brand marks and logos, but also the brand promise, unique selling point, brand personality and new theme – Prepared. For Life. Continues to be utilized. Webinars and Marketing Summits have helped continue to educate our core audiences on the power of one BSA voice, look and feel.
			76 - 100%	3) We have trained marketing chairs in all councils, areas, and regions. [December 2011]	The team has employed multiple channels of training...from Next Connect Marketing Summits to regular Scout Wire articles to multiple webinars. <b>Action Upcoming:</b> The goal is to train local/field marketing staff and volunteers on BSA's national and brand-building initiatives, and on skills and tools that can be employed at the local level. Completion of the work plan: webinars, Scout Wire articles, mailings, etc. The plan is in place. The team is in place, much of the execution has happened. The next action step is to finish strong by completing the remaining steps in the action plan.
			26 - 50%	4) We have developed consistent, relevant, and appropriately branded messages for multicultural markets (e.g., African American, Hispanic, Asian, and Pacific communities). [December 2011]	<b>Action Taken:</b> In process of developing Hispanic partnerships in 80% of the assigned councils by Western Region Area Directors. Currently, we are 65% of the way there. Additionally, we have helped councils identify Hispanic organizations and manpower to be engaged in the council and district operations. Roughly 40% complete with developing multicultural market branding.
			COMPLETE	5) We have a structure in place that educates new and existing volunteers and employees about the BSA brand. [May 2012]	Provided revised brand guidelines by May 2011 in both print and online/interactive versions. Worked with National Events and national departments to brand materials/signage/presentations for 2011 National Annual Meeting. The meeting rooms, hallways, exhibit hall, general session and business meetings were all co-branded with Prepared. For Life/Journey to Excellence messaging through published materials and signage. Provided brand support and guidance for Next Connect marketing summits in July—helping to provide a structure that continued to educate new and existing volunteers and staff about the Boy Scouts of America. Worked with Council Marketing Team to create webinar content related to brand education for webinars starting in fall 2011 and continuing to the end of the year.

**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
<p>OBJECTIVE III: The BSA is positioned as a trusted advocate for youth.</p>	<p>Perception study among community and thought leaders recently been completed and finding will be reviewed in October. National and local council representative have been trained and resources provided to assist them in representing the BSA. Goal three has a 2015 measurement and is clearly underway to be able to accurately measure the effectiveness of Scouting's advocacy efforts.</p>	<p>76% - 100%</p>	<p>76% - 100%</p>	<p>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]</p>	<p>This goal is 95% complete. 1. The due date for the this goal was changed to October 2011 to allow for completion of the research to measure the perceptions of the BSA as an advocate. 2. The Perceptions and Joining and Staying studies were presented at the May National Annual Meeting. 3. Eight focus groups were held April-May 2011 among community and thought leaders to measure perceptions of the BSA as an advocate for youth and our advocacy efforts. 4. Six one on-one-interviews were conducted with community and thought leaders who were contacts of the BSA to understand their perceptions of the BSA as an advocate for youth and our advocacy efforts. 5. A research vendor with access to community and thought leaders was secured to do the quantitative survey to further measure perceptions of the BSA advocacy efforts and advocate for youth. 6. The contract process began for final approval of the research vendor for the quantitative survey. 7. Wayne Brock wanted alternative ways to answer this goal and save the \$105,000 that would be spent on the quantitative survey. 8. A qualitative report started writing in June and will complete in August to summarize the findings of the focus groups and interviews. The second phase of research, the quantitative survey, was halted per Wayne Brock in a cost savings measure. The qualitative report will be finalized at the end of August and sent to management for approval and a decision of whether this goal has been met. As of now, \$113,000 of the \$140,000 appropriation has been saved.</p>
		<p>COMPLETE</p>	<p>COMPLETE</p>	<p>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]</p>	<p>We have trained approximately 150 local council representatives. We have designed an executive visibility platform with key speeches. In addition to speeches, we've produced local council templates for BSA Motor Sports, Robotics Merit Badge, ScoutStrong, ScoutSurge911, Report to the Nation, etc.</p>
		<p>26% - 50%</p>	<p>26% - 50%</p>	<p>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]</p>	<p>This goal is 30% complete. We have collected the 2011 benchmarks that will be used for further measurement in 2015. 1. The perceptions and awareness of the Boy Scouts of America was measured in the 2010 Perceptions and Joining and Staying Studies conducted by the Research and Program Innovation team at the end of 2010. The results were presented at the May 2011 National Annual Meeting. 2. The level of school access was asked of Scout executives in the February 2011 Council Needs survey conducted by the Research and Program Innovation. 3. Advocacy efforts were measured through focus groups and one-on-one interviews with defined community and thought leaders April - May 2011 (goal 331). A report was written beginning in June 2011 and completed in August 2011 to highlight those results. The qualitative report for goal 331 will be sent to management (Assistant Chief Scout Executives) September 2, 2011 for approval that all research has been completed for goal 331 and the goal is complete.</p>

**PILLAR IV - DYNAMIC & RELEVANT PROGRAM:** Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE I: The BSA's programs match what today's youth both want and need.</p>	<p>Overall the goal is Yellow. Some concerns over ability meet completion dates on a couple of these goals</p>	<p>Green</p>	<p>26% - 50%</p>	<p>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. [<del>December 2012</del>] [September 2015]</p>	<p>Final results of assessment phase of project presented to Program Content Support Committee (5/2011) and Chief Scout Executive Cabinet (6/2011) Overall scope and timing of design phase and project overall vetted with Chief Scout Executive Cabinet and approved. Retained PlayScience, Inc. and Michael Gurian as outside subject matter experts and advisors. Solidified core content areas for program design and development around the three Aims of Scouting, Outdoor Skills and Awareness and Leadership and Life Skills. Finalized recommendations with respect to use of the Scout Oath and Scout Law within the Cub Scout program. Gain Chief Scout Executive Cabinet endorsement/feedback on Oath &amp; Law recommendations (prior to October National Executive Board). Present recommended program design to the Program Content Support Committee at October National Executive Board at the level of content topic areas, instructional goals and learning objectives for select example areas.</p>
		<p>Red</p>	<p>10% - 25%</p>	<p><b>GOAL 412)</b> We have introduced an easily accessible, Internet-based innovation and resource center from which people can learn and to which people can contribute. [June 2012 <b>GOAL 524)</b> We have utilized our new technological resources to provide councils and individual members with discussion forums, blogs, and enhanced communication channels focusing on innovative program approaches that have successfully met the interests, needs, and wants of contemporary youth. We have created an easy to-use resource center that supports and promotes exciting outdoor experiences. [December 2012]</p>	<p>We are currently in a work stoppage situation. On September 6th a meeting was held with Group Directors from Information Delivery and HR/Program Innovation and Research. Key staff from the Innovation team also attended this meeting. IDG committed to a new solution date of 60 days from this meeting. That new delivery date is Monday, November 7th, 60 days from September 6th when IDG promised a solution to be available to launch that will meet requirements of an Innovation Engine. Original Project started with statement of work on September 25, 2009. Innovation staff members will be meeting weekly with Information Delivery Group to do our part to make sure the delivery date does not slip and we are working with them to make this project happen. Combined with goal 524 - approved by Alf Tuggle.</p>
		<p>Yellow</p>	<p>10% - 25%</p>	<p>3) We have convened and/or co-sponsored a youth character development/youth worker conference to share best practices and emerging trends in providing relevant youth-centered programming. We have shared those findings with our councils and adult leaders. [December 2015]</p>	<p>Recently shifted goal ownership from Program Impact to Research &amp; Program Innovation. We will formalize team membership, define scope, approach, etc. and develop timeline</p>

**PILLAR IV - DYNAMIC & RELEVANT PROGRAM:** Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE II: The BSA is known as the premier outdoor program provider and educator.</p>	<p>Researching possible merger of goals 421-423 due to duplication of effort. Will follow the established protocol for Strategic Plan changes. Staff Advisor for these goals continues to move forward in discussions with volunteer committees.</p>		26% - 50%	<p>1) We have developed and shared with our councils a market-based report on the factors that define an exciting and outstanding outdoor experience for youth. [May 2012]</p>	<p><b>Action Steps:</b> Research and Innovation added specific questions to the all-terrain vehicle and personal watercraft pilot surveys to collect data to address "factors that define an exciting and outstanding outdoor experience for youth". The results have not been tabulated as of 9/2/11. Tabulate the survey results and analyze to data. 2. Determine if there is sufficient information to provide a report to the field. 3. Compare BSA survey results to other surveys (Outdoor Foundation and/or American Camp Association) 4. Draft a proposal to merge goals 421, 422 and 423 into a comprehensive goal that best positions the BSA as "the premier outdoor program provider". Currently the goals have a significant amount of overlap.</p>
	<p>Subject Matter Experts are engaged and have made the recommendation to develop a standard template that councils could follow to provide a quality, desirable outdoor program with components on environmental stewardship.</p>		10% - 25%	<p>2) We have developed and shared with councils an assessment tool to help them understand which elements of their camping programs and facilities do not fully deliver an exciting experience for youth participants. Seventy-five percent of councils are demonstrating positive results from the annual assessment. [December 2012]</p>	<p><b>Action Steps:</b> Inventory of existing assessment tools that support this goal. The new "Camping and Outdoor Committee Guide" has a viable assessment tool. In July, the Camp Standards Task Force developed a proposed camp application that will require councils to evaluate both program and facilities. Finally, the Second Century Camping Task Force is developing a very detailed workbook that will satisfy this goal. Both task forces are in draft stages and approval is pending in 2012. Prepare the final editions of the camp application and the Second Century Camping workbook. Conduct a team meeting to review all of the existing and pending assessment tools to verify if they will satisfy the goal. Draft a proposal to merge goals 421, 422 and 423 into a comprehensive goal that best positions the BSA as "the premier outdoor program provider". Currently the goals have a significant amount of overlap.</p>
			10% - 25%	<p>3) We have developed and provided to councils an innovative and youth-friendly conservation and environmental education program for use in local summer camps, schools, and individual units. [May 2012]</p>	<p>A teleconference was conducted with members of the Conservation and Environment Task Force on 8/30. The group discussed existing national conservation programs to consider as a national partner. Draft a summary page for the work group to better define the goal 2. Draft a budget (if necessary) 3. Inventory all existing BSA conservation related awards and advancements. 4. Draft a proposal to merge goals 421, 422 and 423 into a comprehensive goal that best positions the BSA as "the premier outdoor program provider". Currently the goals have a significant amount of overlap.</p>

**PILLAR IV - DYNAMIC & RELEVANT PROGRAM:** Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE III: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.</p>	<p>Overall goals are on target and moving forward</p>	<p>Yellow</p>	<p>10 - 25%</p>	<p>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]</p>	<p><b>Action Taken:</b> Compiling council data and comparing it to 2010 to see if additional courses were offered.</p>
		<p>Green</p>	<p>10 - 25%</p>	<p>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]</p>	<p><b>Action Taken:</b> Are conducting four regional National Advanced Youth Leadership Experience courses in summer 2011.</p>
		<p>Yellow</p>	<p>10% - 25%</p>	<p>3) We have created a task force to help the BSA achieve national recognition for developing youth leaders. [December 2012]</p>	<p>Meeting schedules have been established and outlines of key goals for the project have been set. We have also broadened the membership of the committee to include external public relations. <b>Action Upcoming:</b> Finalize goals and develop initial list of recommendations for management to review.</p>

**PILLAR IV - DYNAMIC & RELEVANT PROGRAM:** Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>Other than goal 443 frozen due to funding, all others are on target and moving forward.</p>	<p>COMPLETE</p>	<p>COMPLETE</p>	<p>1) We have provided our membership access to electronic (online and DVD) versions of five key adult training courses. [January 2011]</p>	<p><b>Action Taken:</b> Five courses are completed and available. <b>Action Upcoming:</b> Will continue to create training on all platforms.</p>
		<p>76 - 100%</p>	<p>76 - 100%</p>	<p>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]</p>	<p>See goal 445. This goal is on hold until technology limitations are overcome. We anticipate this will happen in 2013</p>
		<p>10 - 25%</p>	<p>10 - 25%</p>	<p>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]</p>	<p><b>Action Taken:</b> Met with media to begin translations of key items. Some of the courses are updated. <b>Action Upcoming:</b> Funding is frozen from the coin grant. This goal is on hold until funding is released.</p>
		<p>26 - 50%</p>	<p>26 - 50%</p>	<p>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]</p>	<p><b>Action Taken:</b> Research underway. Have created a task force to review training.</p>
		<p>76 - 100%</p>	<p>76 - 100%</p>	<p>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]</p>	<p><b>Measure:</b> Improvement in % completing basic training requirements. <b>Target:</b> 80% <b>Actual to Date:</b> 87% <b>Action Taken:</b> We have developed a training delivery task force and are gathering best practices from councils with high percentages. Held webinars in April to help registrars with training data entry, with over 500 in attendance. <b>Action Upcoming:</b> Waiting on by-council data. Webinars to be held again in November – see Journey to Excellence Unit Leadership results.</p>

**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
<p>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.</p>	<p>Foundations are being put into place that will facilitate accomplishment of this objective. We are on schedule &amp; below budget.</p>		51% - 75%	<p>1) We have created an affordable technology road map that identifies release dates, infrastructure changes, and security improvements, with ongoing review, updates, and communication of updates to the organization by the end of each year. [February 2011]</p>	<p>We have created technology road maps for Membership, Fund Raising, Back Office Operations, and Business Models. These have been further segregated into Infrastructure, Platform and Services. We are also in the process of outsourcing the operations of computing infrastructure to AT&amp;T, with complementary services from Dell. All of our road maps are on public display as working models on the IDG work area. There are many inter-relating connections, and dependencies within these road maps. Many release dates are unable to be reliably calculated without mitigation of specific risks. Also, potential cuts in operating budgets present risks.</p>
			76% - 100%	<p>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]</p>	<p>This is a strategic plan entry which forces a technology operating model which is not in Scouting's best interest: protecting youth privacy information. That is, the literal interpretation of "open-source" would preclude scaleable, secure operations. We have instead used open scaleable platforms, such as PeopleSoft 9.1 (with no customization) and Microsoft SharePoint 2010 (with no customizations). We have moved to configuration as an operating paradigm, away from coding.</p>

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>With the exception of a new Innovation Engine portal, this objective is on track.</p>		51% - 75%	1) We have established an interactive methodology for the National Key 3 to regularly communicate with local council Key 3s. [June 2011]	We have studied and presented video conferencing for Key 3, as a communication option. It is currently under consideration by the Chief's cabinet. We are also redesigning the MyBSA portal to reflect new nationwide collaborative working environments. We are engaging the Internal Communications group to assist in the effectiveness of this service.
			76% - 100%	2) We have established ongoing usability testing across our enterprise-wide suite of tools and applications to identify areas in need of improvement. [March 2011]	We are engaging Volunteers, Scout Executives and others, consulting in product development during early design stages of web services. We have started and staffed a Product Line Management team to take customer and field input, requirements and business strategies and align them with technology strategies. Our product development capabilities are now extremely forward looking and proactive. This means that we are not designing and developing on our own, and then subjecting these results to post-development usability testing. We are validating to market requirements in a measureable and sustainable way.
			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]	IDG has recently accepted goal responsibility. We recognize that all company groups collaborate and share in the responsibilities of alignment to best practices.  <b>Actions taken:</b> We have created a completely new business practice concerning the proliferation, management and education of standard business processes. Many of the processes requiring the most rework are those that integrate the National Council, local councils and volunteers. Our systems are designed for integrated standard processes among these parties.
			10% - 25%	<b>GOAL 524)</b> We have utilized our new technological resources to provide councils and individual members with discussion forums, blogs, and enhanced communication channels focusing on innovative program approaches that have successfully met the interests, needs, and wants of contemporary youth. We have created an easy to-use resource center that supports and promotes exciting outdoor experiences. [December 2012] <b>GOAL 412)</b> We have introduced an easily accessible, Internet-based innovation and resource center from which people can learn and to which people can contribute. [June 2012]	See comments from goal 412
			51% - 75%	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]	None provided

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>The organization is moving forward in the objective. The BSA Foundation has made great strides in securing funds to support grants and anticipates that by June 2012 it will be ready to receive grant requests. Innovation Director is now connected with other respected organizations.</p>	<p>On Track</p>	<p>26% - 50%</p>	<p>1) We have started an innovation grant program to enable any local council, unit, employee, or volunteer to experiment with ways to more effectively achieve the BSA's designed future. [<del>June 2011</del>] [June 2012]</p>	<p>Staff assignments are in place for executing strategies in four specific field of interest areas: 1) Hispanic/All Markets, 2)Environmental Stewardship, 3) STEM (science, technology, engineering and math) and 4) Healthy Living. General promotional materials about each field of interest area have been created and distributed. Prospect lists have been started for targeting donors with special interest in these field of interest areas. Partnerships with several local councils have begun to find ways to align these parts of the national strategic plan with strategies and donor relationships at the local council level. <b>Action Upcoming:</b> Recruitment of four trustees to serve as field of interest chairmen for the foundation to support these areas financially and work with staff to cultivate other potential donors.</p>
		<p>On Track</p>	<p>26% - 50%</p>	<p>2) We have established an ongoing process to learn new approaches and techniques from other successful organizations that effectively use innovation to fulfill their missions. [December 2012]</p>	<p>Attended Front-End of Innovation Conference in May and networked with Innovation Directors from across the country. Became a part of an active discussion group on Linked In of innovation directors to keep up-to-date on the latest issues and to ask questions and learn best practices. Semi-annual conference calls with other innovation directors which are put together by The Conference Board where latest best practices are discussed. Subscription to Sloan Management Review to identify companies that are on the cutting edge of Innovation and best practices in Innovation (as well as what did not work and why). Regularly attend meetings with other innovation directors and network to ensure we keep up with the latest practices.</p>
		<p>On Track</p>	<p>10% - 25%</p>	<p>3) We have developed and implemented innovation and creative-thinking training modules for BSA employees and adult volunteers. [June 2012]</p>	<p>Discussed funding needs with Development Department. <b>Action Upcoming:</b> Finalize team, develop business case including financial requirements Review same with project sponsor</p>

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE I: By expanding its role as a leading advocate for youth issues, the BSA creates an environment in which councils can succeed.</p>	<p>Overall goals are on target and moving forward.</p>	<p>Yellow</p>	<p>76% - 100%</p>	<p>1) We have created the national staff position(s) and/or volunteer structure to support our youth advocacy efforts. [December 2011]</p>	<p><b>Action Upcoming:</b> New job position description is in place. No action can be taken until the new position is approved. Waiting for approval based on BSA's 2012 budget.</p>
		<p>Green</p>	<p>76% - 100%</p>	<p>2) We have developed working relationships with 10 leading national experts and/or organizations in the youth advocacy field. [January 2012]</p>	<p>Our cross-functional committee met 7/12/11 and agreed to sign off on the recommended leading national experts and organizations. <b>Action Upcoming:</b> Ask these individuals to work as volunteers within the BSA to advise our task forces related to key youth initiatives.</p>
		<p>Red</p>	<p>0%</p>	<p>3) We have reviewed existing BSA programs and materials and have committed to new plans that enhance support of our youth advocacy themes. [December 2013]</p>	<p>Propose this goal be merged and included in the comprehensive work of goal 411. There is an overlap between these two goals.</p>

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE II: The BSA is recognized as an advocate for health and fitness for all youth and adults.</p>	<p>Goals 621, 622, and 625 are progressing well. A progress report meeting focusing on overall BSA Healthy Living goals and initiatives is being held October 7. We will have more information at that time to help move forward goals 623 and 624. Also, we are reviewing opportunities to accomplish 623 and 624 in conjunction with other goals that have active committees and similar aims.</p>		76% - 100%	1) We have launched a national multiyear health and wellness campaign, "Scouting's Gift to America," to promote active lifestyles, healthy eating, and appropriate weight for our youth and adult members. [May 2012]	At the 2011 Top Hands Conference, ScoutStrong, our first major outreach program resulting from the Healthy Living Initiative was launched. The ScoutStrong outreach program is designed to be a starting point for creating regular, active lifestyle habits and teaching young people to make healthier choices. It is primarily aimed at the greater Scouting community, but we believe because of the BSA's reach, programs, and mission, ScoutStrong has the potential to help all of America foster healthier living habits. <b>Next Action Steps:</b> Marketing communications and internal promotion of ScoutStrong need to continue.
			76% - 100%	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]	We have either trialed or launched programs with the following; Let's Move!, Presidential Active Lifestyle Award and Ed Randall's Fans For The Cure (e.g. Prostate Awareness). <b>Next Action Steps:</b> We will continue to find partners whose expertise is in proper nutrition.
			10% - 25%	3) We have revised current advancement requirements and unit performance recognitions to include an ongoing commitment to health and fitness within each Cub Scout and Boy Scout rank. [January 2013]	No action since task force meeting in April. The goal has been discussed by various outdoor task forces but has not resonated. Consider revising to a camporee, day camp or other short term experience. This would be more likely to engage the community and would offer councils and districts a viable program option to supplement an event. It would also reinforce the elements of Scouting that support fitness and health. Such a program could include fitness testing/performance, nutrition and life style choices (smoking for example).
			10% - 25%	4) We have provided each council with a template for offering and operating (at the council's discretion) a five-day outdoor health and fitness camp for all youth living within its service area as a means of increasing health and fitness knowledge and participation among young people while showcasing the dynamic and engaging world of Scouting. [December 2012]	Discussing with volunteer committee ways to accomplish this goal through current BSA Summer Camp programs, i.e., distributing activities from subject matter experts that can be included in day camps and summer camps.
			26% - 50%	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]	These are being met by participation on the goal 411 team. <b>Action Upcoming:</b> Continuation of staff advisor role for the personal fitness track of the goal 411 team.

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE III: The BSA takes a leadership position as an advocate for education, youth leadership, community service, environmental stewardship, and strengthening families.</p>	<p>All goals on target and moving forward.</p>		76 - 100%	1) We have encouraged units to provide regular service and Good Turns to local elementary, middle, and high schools. [December 2011]	A set of campaign materials is being developed by Media Studio to be launched in September. Launch and promote the campaign materials to councils (to use in communicating with Units) through multiple communication channels.
			51 - 75%	2) A task force has reported on how we can reposition Scouting with education. [2012]	<b>Actions Taken:</b> Individual Task Force people identified.
			51% - 75%	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]	A relationships workshop is scheduled for September at Philmont Training Center and will include several national entities related to natural resources including Trout Unlimited, American Hiking Society, Forest Service, Tread Lightly!, and the National Association of State Park Directors and other national organizations. In addition, the BSA enjoys strong alliances with the National Park Service, Fish and Wildlife Service, Bureau of Land Management and the Isaac Walton League. <b>Action Upcoming:</b> Consider merging this goal with goal 651 as this would be an overarching relationship that would bring in several federal agencies that have environmental and resource conservation expertise.
			51 - 75%	4) We have revised key BSA awards and recognition components, such as Eagle Scout service projects, merit badges, and quality recognitions, to promote and expand Scouting's role in advocating for education, leadership, service, environmental stewardship, and strengthening families. [December 2012]	<b>Action Taken:</b> Have created an awards central website and every award has been reviewed.
			76% - 100%	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]	Our cross functional committee met and agreed on the 25 other leading organizations in these focus areas to share best practices and develop joint efforts to accomplish these objectives by December 2013 and launch a communications plan that highlights this network by April 2013 instead of 2015. Bring key stakeholders in the BSA organizations to the table and share how and why we selected these 20 leading organizations.
			26 - 50%	6) We have served as a catalyst and host for a youth-led forum BEYOND (Building Experienced Youth - Outstanding New Youth Development Conference allowing young people to connect, discuss items of concern, and create plans for real change in their communities. [April 2015]	<b>Action Taken:</b> Planning conference held in July in Dallas at the Great Wolf Lodge, 25 youth members attended and developed the framework for the National Youth Summit. Committees formed. <b>Action Upcoming:</b> On hold pending budget approval needed for 2012.

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>Overall goals are on target and moving forward</p>		51-75%	<p>1) We have developed an innovative and adaptable template for local council awards and recognitions for those volunteers who positively influence participation by and impact on, youth in our programs through relationships with our chartered partners, local schools, parent organizations, adult service clubs, and other groups. [December 2012]</p>	<p>Need to draft proposal to combine with goal 634. There is overlap between these two goals.</p>
			51 - 75%	<p>2) Each year beginning in 2011, we have recognized local councils that represent best practices in building and sustaining strategic partner relationships. [December 2015]</p>	<p><b>Action Taken:</b> Creating a plan to sustain relationships with the top 25 national chartered partners to increase the full family of scouting within chartered organizations.</p>
			51-75%	<p>3) Through effective new sponsorship models and partners, we are organizing more packs, troops, and crews each year. [May 2013]</p>	<p><b>Action Taken:</b> Focus on increasing unit visitations. 88 % of the councils showing an increase in unit visitations on Journey to Excellence dashboard. <b>Action Upcoming:</b> Education task force working on content. To be completed by November 2011.</p>

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

OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>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.</p>	<p>Goal 651 will be back on target by the beginning of 2012. Other goals continue to move forward ahead of schedule.</p>	<p style="background-color: yellow;"> </p>	<p>26% - 50%</p>	<p>1) We have established a collaborative relationship with the Department of Interior to provide a structure and framework for BSA councils to take advantage of service opportunities in their local areas. [May 2012]</p>	<p>Met with key leadership of the Department of Interior. Discussed building a stronger partnership. Met with key departments and teams in BSA to share partnership discussions and engage them at the level they should be a part of in the future. Worked closely with U. S. Park Service (division within the Department of Interior) this summer with SummitCorps in building trails. Invited representatives from the Department of Interior to a September (Fall) Partnership Relationship Conference at Philmont Training Center to develop strategies to continue building on our work together in this partnership. <b>Action Upcoming:</b> After Partnership conference, develop steps to engage all divisions of the Department of Interior with the BSA. Determine which BSA departments and teams to work with and develop strategies and next steps with each of them. Develop a timeline, including how to share these strategies with local councils to expand their engagement locally with the Department of Interior divisions most appropriate for their local area.</p>
		<p style="background-color: green;"> </p>	<p>76% - 100%</p>	<p>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]</p>	<p>Our cross functional committee met July 12, 2011 and signed off on the approved federal agencies BSA would have the greatest potential for mutual benefit. <b>Action Upcoming:</b> Schedule meetings with key stakeholders in the BSA organization and these strategic partners (i.e., federal and state government departments).</p>
		<p style="background-color: green;"> </p>	<p>76% - 100%</p>	<p>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]</p>	<p>Our cross functional team met on 7/12/11 and agreed to sign off on the three strategic relationships with government agencies. <b>Action Upcoming:</b> Activate these relationships with the BSA by 12/31/11. They are the President's Council of Fitness, Sports and Nutrition; Let's Move!; and National Parks.</p>

**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
<p>OBJECTIVE I: The BSA's national, regional, and council executive boards all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.</p>	<p>All goals are moving forward. See no challenges at this time</p>	<p>Green</p>	<p>10% - 25%</p>	<p>1) We have developed and delivered a joint training resource featuring best practices for each council's top leaders, both professional and volunteer, to foster a new level of professional-volunteer relationships and potent, true partnerships for achieving the council's strategies and objectives. [December 2014]</p>	<p><b>Action Taken:</b> Have met with the Center for Professional Development staff to discuss common issues and shared resources.</p>
		<p>Yellow</p>	<p>10% - 25%</p>	<p>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]</p>	<p><b>Measure:</b> % improvement of engaged council boards as measured by Journey to Excellence <b>Actual to Date:</b> 23% <b>Action Taken:</b> 23% of councils <b>Action Upcoming:</b> Create orientation guide for officers and board members. Added creation of a manual for Key 3 as well.</p>
		<p>Green</p>	<p>51% - 75%</p>	<p>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]</p>	<p>Rolled out the new national alumni association. <b>Action Upcoming:</b> Increase memberships</p>

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<p>OBJECTIVE II: The BSA attracts, recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.</p>	<p>Much progress has been made and objective is on track. The new PeopleSoft product being implemented will enable many new processes. New SE continuing education plan has been introduced. Succession planning is moving along with support of DDI contract. High potential employees are being identified and nurtured. Much progress has been made and objective is on track. The new PeopleSoft product being implemented will enable many new processes.</p>		51% - 75%	<p>1) We have developed and implemented new, reliable methods for attracting and recruiting qualified, committed individuals who, before they begin working for the organization, clearly understand the demands and expectations of the work so they are better positioned to become long-term, high-impact employees. [December 2011]</p>	<p>In working through Information Delivery Group with Dell Consultants, we have reviewed all hiring processes to determine how to effectively support sourcing, recruiting, hiring and promotions utilizing PeopleSoft's Applicant Tracking System/Talent Acquisition Management Solutions. <b>Action Upcoming:</b> Currently, we are building and documenting business processes to create training using utility productivity kits, webinars, etc. Once the applicant tracking system/talent management system solution is built and all data is input, we will begin testing the system to work through challenges/problems.</p>
			26% - 50%	<p>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]</p>	<p>We have organized a group of Scout executives and subject matter experts to help drive this project with a 'working' committee of National employees to drive the process. We have an action plan with steps developed. <b>Action Upcoming:</b> We will be utilizing the applicant tracking system to implement this project which is due to go up in the next few months. Once that is up and running, the mentoring program implementation can begin. Continue to monitor progress of applicant tracking system.</p>
			51% - 75%	<p>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]</p>	<p>We have established a continuing education program for current Scout executives who wish to complete the new certification. Purely voluntary, Scout executives must successfully complete the Business Certification Exam as well as successfully complete a pre-approved course of at least two and a half days in length of a non-BSA training course. <b>Action Upcoming:</b> Monitor the success rate of the Business Certification Exam and identify what specific outside courses Scout executives are taking so trends can be identified as to existing needs.</p>
			10% - 25%	<p>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]</p>	<p>Have met with goal owner Lisa Young. Preliminary plans were discussed. <b>Action Upcoming:</b> Continued discussion.</p>
			76% - 100%	<p>5) We have selected a national cadre of highly capable volunteers to support the national and local councils in providing opportunities for BSA employees to learn and use the best tools and thinking available in the private sector. [December 2013]</p>	<p>Started contacting potential service providers identified by a national survey of Scout executives. <b>Action Upcoming:</b> Complete securing providers from the identified list.</p>

**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
<p>OBJECTIVE III: The BSA has designed and embraced a corporate culture that enables it to deliver on the vision for Scouting's future and adjust its approach to be relevant and adaptive to the needs, preferences, and approaches of an ever-changing society.</p>	<p>Objective is on track.</p>		<p>26% - 50%</p>	<p>1) Led by the office of the chief operating officer, we have committed to and begun a thorough transformation of the corporate culture of the BSA to achieve our designed future. [June 2011]</p>	<p><b>Action Taken:</b> Conducted Insigniam culture workshop at Top Hands with 120 local council leaders, conducted two follow-up Insigniam culture workshops with alumni, introduced recognition program to reinforce operating principles <b>Action Upcoming:</b> Inclusion of 40 Scout Executives in the national staff planning conference in October, establish dates for CSE Cabinet chats with Scout executives, establishing plans with Insigniam Performance to extend workshops to local council staffs, establish a Scouting Ambassadors Program to link national staff with new local council employees</p>
			<p>51% - 75%</p>	<p>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]</p>	<p>Personal Development System Task Force is active and has met once with an additional meeting scheduled for September 2011. Sub-committees have been assigned to specifically address technology and communication/training. <b>Action Upcoming:</b> Additional task force meetings and sub-committee meetings will take place to finalize desired actions. Training will begin and continue into 2012.</p>
			<p>26% - 50%</p>	<p>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]</p>	<p><b>Action Upcoming:</b> Next survey to be conducted in November 2011</p>
			<p>26% - 50%</p>	<p>4) We have completed the transformation of the professional culture of the BSA as evidenced by the accomplishment of a set of strategic results to be determined by the core team of individuals accountable for leading the organization's transformation. [December 2015]</p>	<p>Suggest this goal be merged with goal 731.</p>