

<b>PILLAR I - IMPACT &amp; PARTICIPATION:</b> 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
OBJECTIVE I: The BSA measures its success by the increase in the positive, difference-making impact it has in the lives of youth.	Green	Blue	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]	<b>Action Taken:</b> This goal has been completed with the successful launch of Journey to Excellence and its integration into local council operations. <b>Action Upcoming:</b> Continued review of Journey to Excellence metrics (there will be meetings with volunteers and staff in June & July) to begin finalize criteria for 2013.
		Green	76 - 99%	<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]	<b>Action Taken:</b> The Journey to Excellence criteria and Council Dashboard have been completed. Also, Voice of the Scout (focused on customer satisfaction) was launched in the Spring with more than 80% of councils opting into this JTE criteria. Voice of the Scout continues this fall with a new group of councils joining the spring participants. The goal is to reach a new level of customer satisfaction evaluation and grow the number of Scouting participants that would recommend our program to friends and families. <b>Action Upcoming:</b> The Journey to Excellence District Dashboard is targeted to launch in the first quarter of 2013. Voice of the Scout evaluations of surveys (to determine our percentages of Promoters, Detractors, and fence-sitters) will continue. Councils will have the opportunity to address challenges head-on and continue to grow the elements of the Scouting program that are doing well.
		Blue	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]	<b>Action Taken:</b> Developed Memorandum of Understanding with all chartered organizations. Each organization has a link to a fact sheet and to the national organization on Souting.org/ membership. We also collaborated with the Outdoor Program group and Program Impact to gather all Memorandums of Understanding throughout the National Council. I believe that we have the best one stop shopping experience as it relates to providing customer service. Our challenge is communicating to the field the resources they have available to support membership recruiting and new unit development. <b>Upcoming Action:</b> As chartered organizations are added, they are added to the website. In the area of on-going maintenance, in collaboration with the New Unit, Education, Community, and Religious task forces, we are able to update brochures to specifically target specific groups.

**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 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>			26-50%	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><b>Action Taken:</b> This goal has been discussed with the National Nominating Committee by the Chief Scout Executive as an important factor for board member recruitment. In addition, an Ethnic Diversity Scorecard to assess diversity of our national board in relation to national demographics has been developed and is being used by the nominating committee.</p> <p><b>Action Upcoming:</b> Development of specific action steps at national and regional levels to address greater diversity within the national or regional boards.</p>
			76 - 99%	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><b>Action Taken:</b> Identified cultural competence hiring evaluation to include: working effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations, or backgrounds; making the most effective use of the capabilities, insights, and ideas of all individuals. Developed AMS HR Recruiting, Retention Plan &amp; On Boarding; piloting mentoring; Developed and we are trying to upload Diversity Dashboard to support JTS. Diversity Dashboard was developed in SharePoint and we do not have the right platform to upload current version. Developed proposal to purchase electronic language learning site for all employees (i.e. Rosetta Stone - Spanish, etc.) Developed BSA Standards for Employee Forums to support overall strategic goals of BSA. And, our challenge is that we do not have any involvement in HR Inventory nor succession planning.</p> <p><b>Action Upcoming:</b> We need to upload the Diversity Dashboard. Implement formal Employee Resource Groups to help BSA evaluate and achieve diversity and inclusion all strategies. We need to find funding for Cultural Competence Training. Development of an employment site on my BSA that focuses on the achievements of all employees.</p>

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OBJECTIVE III: The BSA has increased its net membership by retaining youth in the Scouting program longer.			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]	<b>Action Taken:</b> Retention Tool Box completed and ready to share with councils. <b>Action Upcoming:</b> BSA staff working on new Retention tracking, and the new mid-year recognition award in place to drive market share. In addition, we are developing brief presentations to be used at Cub Scout Roundtables.
			26 - 50%	2) The retention rate of BSA youth membership has increased to 75 percent from 69.5 percent in 2008. [December 2015]	<b>Action Taken:</b> 2011 National retention 70.6% <b>Action Upcoming:</b> Continue to work with individual councils to increase their retention rates. 46% of councils experienced increased retention through the third quarter of 2011. Our goal moving forward is for 80% of councils to have an increase in retention annually.
			51 - 75%	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]	<b>Action Taken:</b> Committee has been meeting. A strategic plan goal was rewritten based on committee request. Rewritten goal was accepted at February Executive Board meetings. Committee completed a conference call on March 14.
			26-50%	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]	<b>Action Taken:</b> Akela, the new Membership system data model hinges on the concept of one member record for life. As such, members will be able to move seamlessly from programs, councils, etc. as this will be a "relationship" they have with Scouting. Current development is on an automated synching process which will allow a managed transition from the current Membership system to Akela. <b>Action Upcoming:</b> The automated synching process is currently behind schedule, and additional resources and vendor engagement have been added to get back on schedule. Overall, the completion date of December 2013 is not in jeopardy at this time.

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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.			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]	<b>Action Taken:</b> 15 Best Practices have been identified and posted online. <b>Action Upcoming:</b> The Recruitment Strategies task force is currently meeting with other organizations to work on new and creative ways organizations are recruiting youth that are similar to the Scouts. Project titled Columbus Project is being led by Scott Beckett fall 2012.
			76 - 99%	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]	<b>Action Taken:</b> National Recruitment team submitted recruitment plan to Membership Recruitment task force. <b>Action Upcoming:</b> Membership Recruitment task force will update plan and submit recommendation at May National Annual Meeting 2012.
			26 - 50%	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]	<b>Measure:</b> Our goal is to improve the diversity in youth served within 80% of councils. <b>Action Taken:</b> Presented 1 of 8 "Marketing Scouting to Ethnic Population" workshops. 5 out of 15 strategies of market share segmentation are in progress. <b>Action Upcoming:</b> To complete this goal, we still need to determine a way to capture the total available youth by demographic market.
			76 - 99%	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]	<b>Action Taken:</b> Enhancements for BeAScout operating system have been implemented to support lead follow up. <b>Action Upcoming:</b> The beginning of the registration process online, up to the point of payment, to be piloted fall 2012.
				10 - 25%	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]

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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>			COMPLETE	<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><b>Action Taken:</b> This goal has been completed.</p>
		Goals 152, 112 being met jointly	76 - 99%	<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>Action Taken:</b> The Journey to Excellence criteria and Council Dashboard have been completed. Also, Voice of the Scout (focused on customer satisfaction) was launched in the Spring with more than 80% of councils opting into this optional JTE criteria. Voice of the Scout continues this fall with a new group of councils joining the spring participants. The goal is to reach a new level of customer satisfaction evaluation and grow the number of Scouting participants that would recommend our program to friends and families. <b>Action Upcoming:</b> The Journey to Excellence District Dashboard is targeted to launch in the first quarter of 2013. Voice of the Scout evaluations of surveys (to determine our percentages of Promoters, Detractors, and fence-sitters) will continue. Councils will have the opportunity to address challenges head-on and continue to grow the elements of the Scouting program that are doing well.</p>
			51 - 75%	<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><b>Action Taken:</b> 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. <b>Action Upcoming:</b> Assessment tools will be rolled out in the new "Unit Performance Guide" at the National Annual Meeting May 2012.</p>
		Goals 154, 223 being met jointly	51 - 75%	<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>Action Taken:</b> Designed the Council Capacity to Succeed assessment tool that uses a historic and factual analysis of a multitude of factors including financial, programmatic, and demographic data to help determine (or project) a local council's ability to deliver quality Scouting under the current model. On the basis of this evaluation, the Mission Impact team can determine if other solutions are needed and if a council is a candidate for an Alternative Business Model. The Alternative Business Model task force of volunteers will be working with senior management of the BSA to support 4-6 local councils through a pilot program beginning in fall 2012. <b>Action Upcoming:</b> Launch the Alternative Business Model pilot program in 4-6 local councils, ideally with representation from each Region. Regional Directors and Council Operations Senior Management are active in selecting and approving pilot councils. The Area 2 project is currently the best example of an Alternative Business Model within the BSA.</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
<b>OBJECTIVE I:</b> 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.	<b>Overall, goals are on track. We expect to continue to achieve goal status and begin to outpace minimum thresholds by 2012 year-end.</b>		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>Action Taken:</b> March 2012 compared to March 2011 statistically even as reflected on the JTE Dashboard. Michigan councils are not reflected in these statistics due to the disconnect from General Ledger. Councils that have migrated to the new General Ledger software have data manually entered to the JTE Dashboard. <b>Action Upcoming:</b> The team working on this goal is focused on local council fiscals and the National Development team will report on the health of the National Council.
			76 - 99%	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>Action Taken:</b> Development of a Business Plan or Action Plan is a 2012 governance-related criteria of Journey to Excellence. The Mission Impact team tracks and promotes the development of local council Business Plans through service visits and webpage promotion. <b>Action Upcoming:</b> Continue to track how many councils have completed this Journey to Excellence criterion; Continue to promote.
			76-99%	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. [ <del>September 2011</del> ] [December 2012]	<b>Action Taken:</b> See comments above in goal 212. There is overlap between these two goals and they will be proposed for merger later in 2012. This goal is yellow due to not being completed by the original due date. The Mission Impact team will continue to promote and aide in the development of local council business plans. <b>Action Upcoming:</b> Continue to promote the development of local council business plans while implementing tools such as the Council Capacity to Succeed and All Business Markets assessment to support "local, market-driven perspective."
			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]	<b>Action Taken:</b> This goal has been completed.
			51-75%	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> More than 90% of councils complete board self assessments as part of a Journey to Excellence governance criteria. The Mission Impact Team continues 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. <b>Action Upcoming:</b> On-going promotion of board self-assessment tool to local councils; On-going assessment and evaluation of local councils that are deemed low performance according to key performance indicators in Journey to Excellence, plus historical knowledge of Area Directors, Senior Management; On-going launch of the Alternative Business Model task force-- working with 4-6 pilot councils beginning in fall 2012.

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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>Overall, goals are on track. We expect to continue to achieve goal status and begin to outpace minimum thresholds by 2012 year-end.</p>	<p>Goals 223, 154 being met jointly</p>	26 - 50%	<p>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]</p>	<p><b>Action Taken:</b> While needs continue to evolve, we continue to raise money aggressively to fund all priorities while also providing revenue back to Councils. <b>Action Upcoming:</b> Continue to build our manpower and to collaborate with local Councils to ensure their needs can also be met.</p>
			10 - 25%	<p>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]</p>	<p><b>Action Taken:</b> We have launched the One Car One Difference program with significant benefit to Councils, expanded our relationship with America's Charities, which will benefit Councils enormously, and will launch the Discover partnership in the months ahead. <b>Action Upcoming:</b> We will add new sponsors and programs in the year ahead.</p>
		51 - 75%	<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. [June 2012] [December 2012] <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>Action Taken:</b> Designed the Council Capacity to Succeed assessment tool that uses a historic and factual analysis of a multitude of factors including financial, programmatic, and demographic data to help determine (or project) a local council's ability to deliver quality Scouting under the current model. On the basis of this evaluation, the Mission Impact team can determine if other solutions are needed and if a council is a candidate for an Alternative Business Model. The Alternative Business Model task force of volunteers will be working with senior management of the BSA to support 4-6 local councils through a pilot program beginning in fall 2012. <b>Action Upcoming:</b> Launch the Alternative Business Model pilot program in 4-6 local councils, ideally with representation from each Region. Regional Directors and Council Operations Senior Management are active in selecting and approving pilot councils. The Area 2 project is currently the best example of an Alternative Business Model within the BSA.</p>	
		26 - 50%	<p>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] [December 2012]</p>	<p><b>Action Taken:</b> Council Distributor Training conducted in Northeast Region April 10-12, 2012. Two small concept stores identified within Area 2 project. <b>Action Upcoming:</b> Council Distributor Training to be conducted in remaining three regions by June 2012. Small concept store to be open and modeled in June 2012.</p>	
		10 - 25%	<p>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]</p>	<p><b>Action Taken:</b> In the past quarter, BSA Asset Management has had two new clients join the limited partnership. 16 councils have requested information about the investment program and 7 councils are in the approval process. We have also met with First Time Scout Executives at their orientation at CPD and had made face to face presentations with 8 councils and their volunteers at their offices. We have had contact with 31 current clients for regular quarterly performance updates. <b>Action Upcoming:</b> Planning on electives at the Annual Meeting and Top Hands. We will be making 3 presentations to council boards in April and will continue to respond to requests for proposal and referrals.</p>	

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OBJECTIVE III: The BSA is committed to the highest standards of stewardship, governance, and transparency.			COMPLETE	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]	<b>Action Taken:</b> This goal has been completed.
			26 - 50%	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]	<b>Action Taken:</b> Concept paper completed and reviewed with management. Potential Enterprise Risk Management consultants identified and initial meetings conducted. One firm has been chosen to conduct a risk assessment on a specific project to qualify their methodology <b>Action Upcoming:</b> Receive approval to move ahead from management. The project will require time commitments from all of the Chief's cabinet as well as legal and audit. If management chooses to move forward in 2012, funds will be needed in 2013.
			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]	<b>Action Taken:</b> Compendium is developed, outlined and tested. Outline developed. Project plans have been submitted to the Project Management Office to begin work on this goal. <b>Action Upcoming:</b> Yet to be approved as a project. No action this quarter. A meeting is scheduled for the near future to determine how this project plan may be in alignment with two other related projects submitted by other departments.



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
OBJECTIVE I: Scouting is "cool" with youth.	Our National Marketing initiatives are on track and gaining traction with the Scouting community and the public. We are excited to roll out major initiatives like "Are you tougher than a Boy Scout?" at the 2012 National Annual Meeting.		COMPLETE	1) We have completed and analyzed an attitude, awareness, and usage study on the perceptions of Scouting among various segments of youth. [March 2011]	<b>Action Taken:</b> This goal has been completed.
			51 - 75%	3) We have completed a three-year, youth-targeted media campaign that has significantly improved youth awareness of and attitudes toward Scouting. [May 2014]	<b>Action Taken:</b> 2012 Media plans and markets to target are in place. Evaluated performance in 2011 and made program changes. Membership and Marketing teams have worked closely together to determine best areas to focus our resources. Local Council staff from over 30 councils have partnered with National Marketing on program rollout and execution. Volunteers have updated pins at Scouting.org Google application and have provided on the ground support for the effort. <b>Action Upcoming:</b> Finalize media, rollout program to councils, improve Scouting.org and begin execution.
			51 - 75%	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]	<b>Action Taken:</b> Since December we have shifted in to full production with Outdoor Productions on the show 'Are You Tougher Than a Boy Scout', including scripting, location selection, and casting of participants and host. We are proceeding with licensing of marks with Supply to leverage the show with councils and in the market place. The strategy document for the Dirt Patrol project has been finalized and is reviewed by mikeroweWORKS. This relationship will be leveraged into a national service recognition program with Wayne Perry. <b>Action Upcoming:</b> 1. Filming and production will be completed on Are You Tougher Than A Boy Scout. Promotional plans will be developed and rollout strategy will be finalized. 2. The mikeroweWORKS Dirt Patrol project will be introduced at the National Meeting. Rollout plans will be developed with full launch of Dirt Patrol at Top Hands in August.
			26 - 50%	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]	<b>Action Taken:</b> This goal is incorporated in our business strategy plans on an annual and longer term basis. <b>Actions Upcoming:</b> Continuing with our business plan execution.

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OBJECTIVE II: The BSA brand is recognized and valued nationally and locally across targeted audience segments.	We are meeting objectives with the "Prepared. For Life." campaign and continue to successfully integrate this message at all program levels. Once met, the goals in this objective require continued maintenance to ensure a growing awareness of Scouting in the community.		76 - 99%	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]	<b>Action Taken:</b> 1. Created an integrated marketing/public relations plan to reflect the positioning of the BSA brand. 2. Official roll out of 'Prepared. For Life.' brand and theme with new identity pieces and architecture at the end of 2010 with follow up executions through February 2011. 3. The culmination of this platform forming including Cub Scouting, Boy Scouting, and Venturing, and Exploring was articulated at the 2011 National Annual Meeting. <b>Action Upcoming:</b> The final action related to this goal is the execution of the physical layout/articulation for the messaging platform. This project is working in Communication Services and will be added as a new section in the Brand Identity Guide by summer.
			10 - 25%	2) The BSA's brand equity will rate among the top 5 youth-serving non-profits in America according to third party evaluations. [December 2015]	<b>Action Taken:</b> In the 2015 Cone Nonprofit Power Brand 100 report - the BSA's brand equity is among the top five non-profits in America. Building the brand builds both awareness and trust in Scouting which are critical steps in the consumer decision make and ultimately joining process. It has been determined that this goal is actually a measurement toward the objective of a stronger, more visible brand position. Furthermore, the Cone Nonprofit Power Brand is no longer conducting these measures and evaluations as the Cone Company has been reorganized. <b>Action Upcoming:</b> Building awareness, consistency, and value in the brand remains the objective and we are looking at alternative measures such as the Q-Score. Q Score is a measurement of the familiarity and appeal of a brand, company, celebrity, or television show used in the United States.
			COMPLETE	3) We have trained marketing chairs in all councils, areas, and regions. [December 2011]	<b>Action Taken:</b> 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]	<b>Action Taken:</b> This goal has been completed. <b>Action Upcoming:</b> Ongoing - Continue support of the BSA's All Market Strategy.
			76 - 99%	5) We have a structure in place that educates new and existing volunteers and employees about the BSA brand. [May 2012]	<b>Action Taken:</b> 1. Revised brand guidelines for both print and online versions. 2. Worked with internal partners, National Events and other program areas, to brand 2011 annual meeting. 3. Provided brand support and content (through structure for educating new and existing volunteers and staff) for NextConnect marketing summits. 4. Worked with Council Marketing team to create and convey webinar content related to brand education for webinars throughout 2011. <b>Action Upcoming:</b> We have created a training model for educating executive level, national and council staff with ultimate push to volunteers called Brand Camp. The first Brand Camp session is scheduled for May 4 and will involve a presentation to the Marketing Group.

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OBJECTIVE III: The BSA is positioned as a trusted advocate for youth.	We are nearing completion of all goals within this objective. An additional study measuring Scouting's public perception (and school access) will be completed in 2015. We are aiming to increase public awareness through our on-going marketing efforts.		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. [ <del>May 2011</del> ] [October 2011]	<b>Action Taken:</b> This goal has been completed.
			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]	<b>Action Taken:</b> 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]	<b>Action Taken:</b> School access was measured among Scout executives in the 2012 Winter Council Needs survey. The results were compared to the 2011 responses, and it appears the level of school access has declined from 2011 to 2012. <b>Action Upcoming:</b> There are no additional action steps to be taken on this goal through August 2012. The school access will be measured again in January 2013. The perceptions studies will be conducted again in 2015.

**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
OBJECTIVE 1: The BSA's programs match what today's youth both want and need.	There is some concern over the ability of our technology team to achieve goal 412/524 on time.		26 - 50%	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><b>Action Taken:</b> Completed preliminary new program design (through desired outcomes). Completed and gained Program Content Committee and Chief Scout Executive (CSE) Cabinet approval on recommended integration of Cub Scouts and Boy Scouts fundamentals. Completed and gained CSE Cabinet endorsement on recommendations to simplify Cub Scout recognition. Gained approval for and on-boarded external subject matter expert to support team.</p> <p><b>Action Upcoming:</b> Complete final program design through desired outcomes and gain Program Content Committee approval. Gain board endorsement on recommended integration of Cub Scout and Boy Scout fundamentals. Complete development of rank requirements tied to new program design and begin development of supporting activities.</p>
		Goals 412, 524 being met jointly	10 - 25%	<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</p> <p><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><b>Action Taken:</b> A cross functional team made up of IDG, Innovation, Supply, Magazine, Media Studios and others is meeting to move forward things that we can affect. We have begun discussions on digital strategy, process, and templates. We currently have several 'siloed' projects which do not align with the future digital strategy/architecture. We are discussing these as a group to evaluate the best course of action. Example 1) Is the merit badge application, basically the requirements and patch, also available on scouting.org already developed by not content not updated or launched 2) Is the District executive resource notebook--which are the forms and information a District executive needs and frequently uses. We are also currently evaluating E-publications as a phase 1 rollout prior to Interactive Merit Badges.</p> <p>Business Requirements are being developed as well as cost and evaluation from the Summit company--the ones that digitized Learning for Life curriculum.</p> <p><b>Action Upcoming:</b> The next steps are to complete an updated digital strategy and process. Test the templates and refine them. Put several projects through the process and test the process and templates. Develop a roadmap with return on investment to ensure we have an agreed upon direction for the organization with approval from Wayne Brock.</p>
			26 - 50%	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><b>Action Taken:</b> We had acquired the hotel to be included at the end of the National Annual Meeting on Saturday, June 2nd. We had discussed these plans with the BSA events staff and gotten their support. We had talked with several speakers and put their services 'on hold' until appropriations were finalized. We had started down the path of determining content, agenda, logistics, AV support, etc.</p> <p><b>Action Upcoming:</b> We are also considering holding some training/information session at Philmont Training Center or during some of the rollout of the 411 project. But currently nothing will be done until we have the opportunity to find a funder or funds for this effort to be held during 2013-2015.</p>

<b>PILLAR IV - DYNAMIC &amp; RELEVANT PROGRAM:</b> 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
OBJECTIVE II: The BSA is known as the premier outdoor program provider and educator.	We are re-evaluating these goals with the recent BSA staff member change. Due date extensions were approved at the February 2012 meeting.		26 - 50%	1) 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. [ <del>May-2012</del> ] [May 2013]	<b>Action Taken:</b> Finalized survey instrument. <b>Action Upcoming:</b> Conduct and compile survey results.
			26 - 50%	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]	<b>Action Taken:</b> Developed 'net promoter score' format survey. <b>Action Upcoming:</b> Finalize survey and release to the field.
			10 - 25%	3) 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 [ <del>May-2012</del> ] [December 2012]	<b>Action Taken:</b> January 2012 - leading agency representative were asked to forward possible existing national programs to partner with rather than creating a new program. <b>Action Upcoming:</b> Send a second request to the committee members for prospect names.

**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
OBJECTIVE III: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.			10 - 25%	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. [ <del>December 2011</del> ] [December 2015]	<b>Measure:</b> Provide councils with templates, guidance, and experienced coaches to conduct council-wide National Youth Leadership Training courses so that in 2012 at least four additional councils have offered the course. <b>Action Taken:</b> In progress <b>Action Upcoming:</b> 164 planned to date for 2012.
			26 - 50%	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]	<b>Action Taken:</b> Conducted two National Advanced Youth Leadership Experience courses this summer outside of Philmont. <b>Action Upcoming:</b> Three more training courses planned in 2012. Review gaps this fall and begin developing a new conference for 2012 or 2013.
			76 - 99%	3) The BSA has achieved national recognition for developing youth leaders through National Marketing Plan action taken in 2012. [December 2012]	<b>Action Taken:</b> Leadership is now a leading message as a part of the national positioning and as a communications pillar in Prepared. For Life. In addition, the 100th anniversary of the 'Eagle Scout rank is a core element of the 2012 National Marketing Plan. On April 1, the Public Relations Team launched a full promotional kit about the 100th Anniversary of the Eagle Scout Rank leveraging the Baylor study. The kit included national-level resources as well as engagement opportunities and tools for councils. <b>Action Upcoming:</b> Leadership will continue to be a major theme of our communications efforts in 2012. We will continue to leverage the 100th Anniversary of the Eagle Scout Rank in communications. Leadership is also a major theme of the Thought Leadership program with our top executives.

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
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.	Due to some funding challenges it may not be possible to complete all five training courses of goal 443 in 2012.		COMPLETE	1) We have provided our membership access to electronic (online and DVD) versions of five key adult training courses. [January 2011]	<b>Action Taken:</b> This goal has been completed. <b>Upcoming Action:</b> Will continue to create training on all platforms.
			76 - 99%	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]	<b>Action Taken:</b> Working with a IT team from the Information Delivery Group (IDG). Our progress has been slowed by a lack of available resources. We have established a set of business rules for the Akela training tracking project. <b>Action Upcoming:</b> The Akela Training Tracking project is scheduled to be released by the end of summer 2012.
			10 - 25%	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]	<b>Action Taken:</b> LDS Den Leader Specific syllabus was delivered on March 1, 2012. <b>Action Upcoming:</b> Continue development and promotion of other key training courses/materials.
			26 - 50%	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]	<b>Action Taken:</b> Task Force chair on board. Clearing task force members with Scout Executives that are part of this goal's committee. <b>Action Upcoming:</b> Create a "future state" training design task force of at least eight volunteers in the first quarter of 2012 that will begin the process to formally validate and redesign training for key registered adult leader positions.
			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]	<b>Measure:</b> % of councils increasing their number of direct contact leaders trained. We are targeting 80% of councils to improve this metric. <b>Actual to Date:</b> 82% <b>Action Taken:</b> We have conducted webinars and are working with individual councils to assist them with record keeping. <b>Action Upcoming:</b> We will be working with councils categorized as below the Bronze standard in Journey to Excellence and create tools to assist them with record keeping.

<b>PILLAR V - INNOVATION &amp; TECHNOLOGY</b> : 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>While progress is being made timelines have proven to be unrealistic due to resource limitations.</p>		COMPLETE	<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><b>Action Taken:</b> This goal has been completed. The Information Delivery Group (IDG)/IT and functional business partners created a 2012 roadmap that is inclusive of project release dates and infrastructure dependencies. Resources and funding are aligned to deliver success. <b>Action Upcoming:</b> Project adjustments are made on a weekly basis as needed.</p>
			26-50%	<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. [<del>January 2012</del>] [April 2014]</p>	<p><b>Action Taken:</b> The new Scouting.org/MyScouting.org/Akela applications will be the backbone of volunteer applications in the Scouting community. By 2012 year end, we will be rolling out a new, leaner Scouting.org website focused on joining the movement. <b>Action Upcoming:</b> We will be creating and implementing the first release of unit and district tools for self-sufficiency capabilities such as updating contact information and updating organization role alignment.</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>Delays have been a result of resource limitations. Goals will be accomplished but it will take longer than originally planned.</p>		10-25%	<p>1) We have established an interactive methodology for the National Key 3 to regularly communicate with local council Key 3s. [<del>June 2011</del>] [May 2013]</p>	<p><b>Action Taken:</b> This project has been delayed to a 2013 start time due to limited funding and resources. This goal will primarily be accomplished through the creation of the new MyScouting.org platform. The business process for this platform flows from one level of the organization to the other. MyScouting.org will leverage the same platform as Scouting.org and the new BSA Employee Portal. <b>Action Upcoming:</b> While the technical infrastructure will be in place by the end of 2012, user functions will be delivered in 2013.</p>
			0%	<p>2) We have established ongoing usability testing across our enterprise-wide suite of tools and applications to identify areas in need of improvement. [<del>March 2011</del>] [December 2012]</p>	<p><b>Action Taken:</b> The Information Delivery Group (IDG)/IT has requested ownership of this goal be transferred to BSA Program Research and Innovation-- the arm of the organization that conducts on-going studies and identifies areas in need of improvement. <b>Action Upcoming:</b> Proposed transitional meeting will be set with IDG and Research Dept.</p>
			26-50%	<p>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. [<del>June 2011</del>] [May 2013]</p>	<p><b>Action Taken:</b> The Akela (membership) project team is meeting monthly to keep this national priority initiative on track. We are putting together a full list of work process-related requirements and improvements (future releases) of capabilities that will migrate from the BSA's current membership system to the new Akela system. <b>Action Upcoming:</b> Our next step is to vet the list of requirements with a number of key stakeholders (namely Membership Impact Department) to ensure they are inclusive and prioritized correctly.</p>
			10 - 25%	<p><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]</p>	<p><b>Action Taken:</b> A cross functional team made up of IDG, Innovation, Supply, Magazine, Media Studios and others is meeting to move forward things that we can affect. We have begun discussions on digital strategy, process, and templates. We currently have several 'siloed' projects which do not align with the future digital strategy/architecture. We are discussing these as a group to evaluate the best course of action. Example 1) Is the merit badge application, basically the requirements and patch, also available on scouting.org already developed by not content not updated or launched 2) Is the District executive resource notebook--which are the forms and information a District executive needs and frequently uses. We are also currently evaluating E-publications as a phase 1 rollout prior to Interactive Merit Badges. Business Requirements are being developed as well as cost and evaluation from the Summit company--the ones that digitized Learning for Life curriculum. <b>Action Upcoming:</b> The next steps are to complete an updated digital strategy and process. Test the templates and refine them. Put several projects through the process and test the process and templates. Develop a roadmap with return on investment to ensure we have an agreed upon direction for the organization with approval from Wayne Brock.</p>
			76-100%	<p>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. [<del>December 2011</del>] [April 2013]</p>	<p><b>Action Taken:</b> This goal will be impacted by two major, on-going projects: The new membership platform (Akela) and the new fundraising platform (Blackbaud). These projects will significantly increase the possibility of having more updated contact information for Scouting members and constituents. <b>Action Upcoming:</b> As this strategic plan goal is completed, members/constituents will be provided tools to update their own contact information. The new fundraising tools will do the same, as donors and prospective donors will be allowed via a portal to update their own contact information.</p>

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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><b>This goal is on-track for timely completion. STEM programs will continue to be a major part of the BSA's future.</b></p>		51 - 75%	<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><b>Action Taken:</b> We have completed the final draft of the STEM case statement for funding. Also, we have completed initial fundraising 'asks' of three donors and dialogue is on-going. <b>Action Upcoming:</b> Receive commitments from 3-5 major 'lead' donors for innovative grants administered by the Foundation. Further enhance STEM programs around the country.</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, this objective is on track with the development of a volunteer structure and positive relationships supporting our Government and Community Relations initiatives. Budget constraints have limited our ability to add an additional staff member. Goal 611 may be amended in the future.</p>	<p style="background-color: yellow;"> </p>	<p>51 - 75%</p>	<p>1) We have created the national staff position(s) and/or volunteer structure to support our youth advocacy efforts. [<del>December 2011</del>] [December 2013]</p>	<p><b>Action Taken:</b> Volunteer structure had been created, posted on webpage. Also, the new job position description is in place. <b>Action Upcoming:</b> This goal is on hold until funding can be determined in 2013.</p>
		<p style="background-color: purple;"> </p>	<p>COMPLETE</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><b>Action Taken:</b> This goal has been completed.</p>

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<b>OBJECTIVE II:</b> The BSA is recognized as an advocate for health and fitness for all youth and adults.	<b>All goals are on-track for timely completion. Healthy living and related initiatives are a significant part of the BSA's future.</b>		76 - 99%	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]	<b>Action Taken:</b> The 'SCOUTStrong' healthy living initiative was launched in 2011. Defined, it is the integration of active lifestyles, healthy eating, and emotional fitness into the foundation of all that BSA does through alliances, campaigns and updated programs. <b>Action Upcoming:</b> We are currently working on defining the 'SCOUTStrong' initiative and exploring ideas on how to better enhance its value to youth, parents, leaders and units. We are also, working to establish a 'SCOUTStrong' web presence whose goal will be to house relevant content for leaders, parents and units on physical and emotional fitness.
			76 - 99%	2) We have established alliances with two or three leading organizations that have globally-respected competency in child development, healthcare, fitness, and nutrition. [ <del>December 2012</del> ] [June 2013]	<b>Action Taken:</b> Alliances established with eight leading organizations including Let's Move!, Child Obesity 180, and the President's Council on Fitness, Sports & Nutrition. <b>Action Upcoming:</b> Continue to develop these relationships and expand beyond our current eight partners.
			26 - 50%	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]	<b>Action Taken:</b> Both Goals 623 & 625 are being addressed via the Personal Fitness Task Force within Strategic Goal 411. <b>Action Upcoming:</b> Propose that due dates be revised to that of Strategic Goal 411, which is September 2015.
			26 - 50%	4) 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. [ <del>December 2012</del> ] [December 2013]	<b>Action Taken:</b> Revised to emphasize day camp and activities (camporees) as opposed to week-long resident camp format. <b>Action Upcoming:</b> Coordinate with the health living goals.
			10 - 25%	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]	<b>Action Taken:</b> Both Goals 623 & 625 are being addressed via the Personal Fitness Task Force within Strategic Goal 411. <b>Action Upcoming:</b> Propose that due dates be revised to that of Strategic Goal 411, which is September 2015.

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
OBJECTIVE III: The BSA takes a leadership position as an advocate for education, youth leadership, community service, environmental stewardship, and strengthening families.			COMPLETE	1) We have encouraged units to provide regular service and Good Turns to local elementary, middle, and high schools. [December 2011]	<b>Action Taken:</b> This goal has been completed.
			51 - 75%	2) A task force has reported on how we can reposition Scouting with education. [December 2012]	<b>Action Taken:</b> An educational relationship task force established and working ideas and concepts <b>Action Upcoming:</b> The task force's report will be completed and submitted by October 2012.
			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]	<b>Action Taken:</b> This goal has been completed.
			76 - 99%	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]	<b>Action Taken:</b> Our cross functional committee met and agreed on the 25 other leading organizations to share best practices and work cooperatively. <b>Action Upcoming:</b> We will launch a communications plan that highlights this network by April 2013 instead of 2015. <b>Future Steps:</b> Develop a communications plan to demonstrate how national and local councils can work with at least 25 national community partners to grow Scouting.
			26 - 50%	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 effect their lives. (December 2015).	<b>Action Taken:</b> Successfully merged three youth advocacy related goals into this one initiative, goal 636. We have an active cross functional committee meeting monthly and have recruited youth to participate in committee meetings during the upcoming 2012 National Annual Meeting in May. The youth selected represent a fair cross section of the BSA programs and will be a strong sounding boarding for what they would categorize as "dynamic and relevant" programs. Funding for this goal is being provided through the operational budgets of the various cross functional team members. <b>Action Upcoming:</b> Engage youth with various activities and committee meetings during the May 2012 National Annual Meeting.

**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>			76 - 99%	<p>1) 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]</p>	<p><b>Action Taken:</b> Finalized draft of concept sheet. Met with BSA Impact Group Director and secured champion commitment. Met with each contributor regarding their participation in this goal. <b>Action Upcoming:</b> Open data capture phase</p>
		COMPLETE	COMPLETE	<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> This goal has been completed. <b>Upcoming Action:</b> 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. This is on-going service.</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> 5.6% new unit growth (year to date) compared to March 2011. Partnerships developed with Major League Soccer and American Heritage Girls. <b>Upcoming Action:</b> Continued work on partnership development with national youth organizations.</p>

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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>Overall, the goals in this objective are on-track. Goal 652 is making progress and will be on target for completion in 2012-- just a few months past its original due date.</p>		76 - 99%	<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><b>Action Taken:</b> We have been working with leadership at Department of Interior to build on our relationship. Representatives will be in attendance at our April 26, 2012 Conservation Committee Meeting in Washington, D.C. <b>Action Upcoming:</b> Meet with their partnership leaders to finalize the framework for working with us nationally. Then we will develop suggestions of how local councils can work with their local agencies in cooperative efforts.</p>
			51 - 75%	<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. [<del>December 2011</del>] [December 2012]</p>	<p><b>Action Taken:</b> The cross functional team suggested we complete a due-diligence review of federal and state government departments and agencies for nine instead of six organizations that represent the greatest potential for mutual benefit and collaboration opportunities. <b>Action Upcoming:</b> We are now preparing meetings with action steps in 2012 to take the project owner within the BSA organization to meet with the department or agency chief of staff related to our collaboration opportunities once names have been cleared with the ASE by April 30, 2012. Department of the Interior, Department of Education, Department of Human Services, Department of Agriculture, Department of Energy, Department of Labor, Department of Homeland Security, Department of Defense, Department of Housing and Urban Development, Department of Justice, and Department of Veteran Affairs. Complete meetings with key members of our staff as it relates to mutual benefit and collaboration opportunities. Demonstrate the importance of how we tie it back to the main thing to serve more youth.</p>
			76 - 99%	<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><b>Action Taken:</b> Three national strategic partnerships were activated at the national BSA and Top Hands Meeting. <b>Action Upcoming:</b> The local council rollout and communications plan will be completed in 2012. We will continue to work closely with the BSA professional persons who own the SCOUTStrong initiative, drug program, military initiatives, education committee, Student Career Interest Survey results.</p>

<b>PILLAR VII - LEADERSHIP EXCELLENCE &amp; CULTURE:</b> 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>The alumni participation rate addressed in goal 713 has not been targeted goals - and will require a new strategy.</p>		10-25%	<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> The Task force is meeting every two weeks. A project manager has been selected. <b>Action Upcoming:</b> Developing competencies for Den Leaders.</p>
			76 - 99%	<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. [<del>December 2011</del>] [December 2012]</p>	<p><b>Action Taken:</b> We have encouraged councils to complete annual new board member orientations through promotion of the tool on the Mission Impact webpage, as well as proactive board discussion during retreats and training conducted by BSA staff members. <b>Action Upcoming:</b> Develop a tracking tool to measure how many councils are currently conducting new board member orientations on an annual basis. Unlike the current Journey to Excellence metrics for board self assessments, board retreats, and board action plans-- there is no tracking tool place (nor JTE points assigned) to capture the number of councils completing annual orientations for new board members.</p>
			10 - 25%	<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><b>Action Taken:</b> We have launched the fee based Scouting Alumni Association (SAA). <b>Action Upcoming:</b> We need to develop a better plan to add members to the SAA to reach our goal of 50,000 affiliates by year-end while also developing a mechanism to retain affiliates through benefits and communication strategies.</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
OBJECTIVE II: The BSA attracts, recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.	Funding and reallocation of IT-related resources has put two goals within this objective behind schedule. As IT resources become available later in 2012 and in 2013, these goals will progress.		76 - 99%	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] [May 2013]	<p><b>Action Taken:</b> Key components of this goal are currently on hold due to funding and resources. We completed the build out of an online hiring system in PeopleSoft (Candidate Gateway and Talent Acquisition Management System) which is currently on hold. Execution of online Pro Scout applicant database distributed to local councils with vacancies. Evaluated and developed salary report to understand compensation and benefits needs and expectations of new hires. Developing Recruiting and Retention Plan specifically for Area 2. Developing Day in the Life Videos of DEs that will be uploaded to employment website and you tube. Building bilingual employment website; increasing bilingual marketing concepts Piloted and extending Scouting Ambassadors. Working with Legal Dept. to establish HR Compliance Center focusing on hiring and avoiding potential/limiting litigation. Brought unemployment process in-house supporting national council to decrease cost and maintain compliance Extended/increased diversity collaborations by 20%. Increased partnership plan with colleges, associations, etc. with high diversity participation. Develop New Hire Evaluation, Exit Interviews and Employee Retention Interviews to better understand hiring and retention practices. Continued and elevated work with National Association of Colleges and Employers and Nonprofit Leadership Alliance. Top 100 Diversity Employer. Extended brand to include transitioning military. Train Recruiters across the US.</p> <p><b>Action Upcoming:</b> Revise Application for Commission Packet and Process. Update Local Council Internship Program.</p>
			26 - 50%	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><b>Action Taken:</b> Have developed a training PowerPoint presentation as well put together some marketing material.</p> <p><b>Action Upcoming:</b> Finish up the training plan and complete the marketing plan. Hope to have a firm date as to when the technology will be available.</p>
			26 - 50%	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><b>Action Taken:</b> The Center for Professional Development (CPD) team has created an updated version of our Coaching Skills video to be used in Coaching Skills and First Time Staff Leader trainings. The video will also be posted on the CPD website as a resource for BSA managers; We have developed and implemented the BSA Sales Training module. This new training is applicable across all venues including new unit development, volunteer recruitment, youth recruitment, and donor development; E-learning modules for Professional Development Level I have been created and posted on the CPD website; Eight Development 180 trainings were conducted in April. Approximately 300 National Council staff participated. Training topics focus on job competencies, plus new topics this year on strategic planning, leadership, coaching skills and innovation;</p> <p><b>Action Upcoming:</b> Learning Transfer efforts will be tested and enhanced with a pilot program in a First Time Staff Leader Orientation and Sales Training direct services this spring. Executives taking these courses will receive up to 10 weeks of direct follow-up to their 90 day action plans and a year's worth of resources and support. This Learning Transfer (which addresses turning new skills into job performance results) is a collaborative effort between CPD and the Fort Hill Company.</p>
			26 - 50%	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><b>Action Taken:</b> The BSA has contracted the Cleveland Clinic Wellness Enterprise (CCWE). CCWE proposes to complete a comprehensive wellness assessment at the BSA headquarters in Irving, Texas. This onsite assessment will identify opportunities to improve the health of BSA's workforce by leveraging health care benefits, company policies and existing or new wellness-oriented programs into a culture that supports health.</p> <p><b>Action Upcoming:</b> Completion of the CCWE wellness assessment, review of its findings and the implementation of any relevant suggestions.</p>

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OBJECTIVE	OBJECTIVE STATUS	GOAL STATUS	% GOAL COMPLETE	GOAL	COMMENTS
<b>OBJECTIVE III:</b> 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.	This is an on-going process. We have introduced operating principles and the Scouting Honors award system to reinforce them; we have clearly defined roles and scopes and implemented enterprise-wide project management; and we are learning how to operate in cross-functional teams.	COMPLETE	COMPLETE	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]	<b>Action Taken:</b> This goal has been completed.
		COMPLETE	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]	<b>Action Taken:</b> This goal has been completed.
			26-50%	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]	<b>Action Taken:</b> The team addressing this goal continues to meet at least quarterly. Past results from employee surveys have been reviewed in preparation for the delivery of the 2012 survey. <b>Action Upcoming:</b> The 2012 employee survey is scheduled for release in November.
			26-50%	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]	<b>Action Taken:</b> The team addressing this goal continues to meet at least quarterly. The strategic results to be accomplished are the objectives of this Strategic Plan. We continue to monitor progress toward accomplishing the plan and make corrections where needed. <b>Action Upcoming:</b> We will continue implementation and monitoring of the National Strategic Plan goals and objectives.