

IMPACT & PARTICIPATION STRATEGIC PILLAR

OUR VISION

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

STRATEGIC OBJECTIVES & GOALS

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

Strategies to Achieve the Objective:

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

Specific Goals:

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

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

Strategies to Achieve the Objective:

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

Specific Goals:

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

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

Strategies to Achieve the Objective:

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

Specific Goals:

1. We have provided volunteers and youth-serving executives with new, innovative, and reliable measurement tools, strategies, reward systems, and resources to support individual units in increasing member retention from year to year. [December 2011]
2. The retention rate of BSA youth membership has increased to 75 percent from 69.5

percent in 2008. [December 2015]

3. We have developed and introduced a new comprehensive leader selection and support process that focuses on positively impacting the first year of a new member's experiences. [June 2012]
4. We have transformed the membership registration and transition process so that individuals within the same council may move seamlessly between Cub Scouts, Boy Scouts, and/or Venturing without having to reregister when they change programs. [December 2013]

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

Strategies to Achieve the Objective:

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

Specific Goals:

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

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

Strategies to Achieve the Objective:

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

Specific Goals:

1. We have fully implemented the Council Strategic Management Program across the organization so that *all* councils are focusing on the standard key performance indicators, utilizing the strategic planning tools and processes, and receiving system-wide level three services, where appropriate, from national personnel as well as local councils.* [December 2011]

** A level three service delivery model is designed to allocate levels of service in direct proportion to key indicator performance levels. For example, in the traditional approach to commissioner service, each district is expected to have one commissioner for every three units, or a 1:3 ratio. Under a level three service model, a district might have a ratio as low as 1:1 for its lowest performing units and as high as 1:10 for its highest performing units.*

2. We have developed and introduced a new recognition system for measuring effective and excellent performance at the unit, district, council, and national levels that ties councils and council leadership performance directly to the key performance indicators of the Council Strategic Management Program. [May 2012]
3. We have developed and introduced a unit health measurement tool for unit leaders, unit commissioners, and/or youth-serving executives to assess a unit's strengths, weaknesses, opportunities for growth, and threats to long-term viability, including elements such as unit program planning and execution, meeting quality, the percentage of adult leaders trained, and the ratio of older to younger boys. [May 2013]
4. We have enhanced the possibility for units to succeed by ensuring they are receiving the necessary support from highly effective councils. Alternative and/or new council business models are being utilized when necessary. [December 2012]