



## NST FUNCTIONAL LEADS OVERVIEW & POSITION DESCRIPTIONS

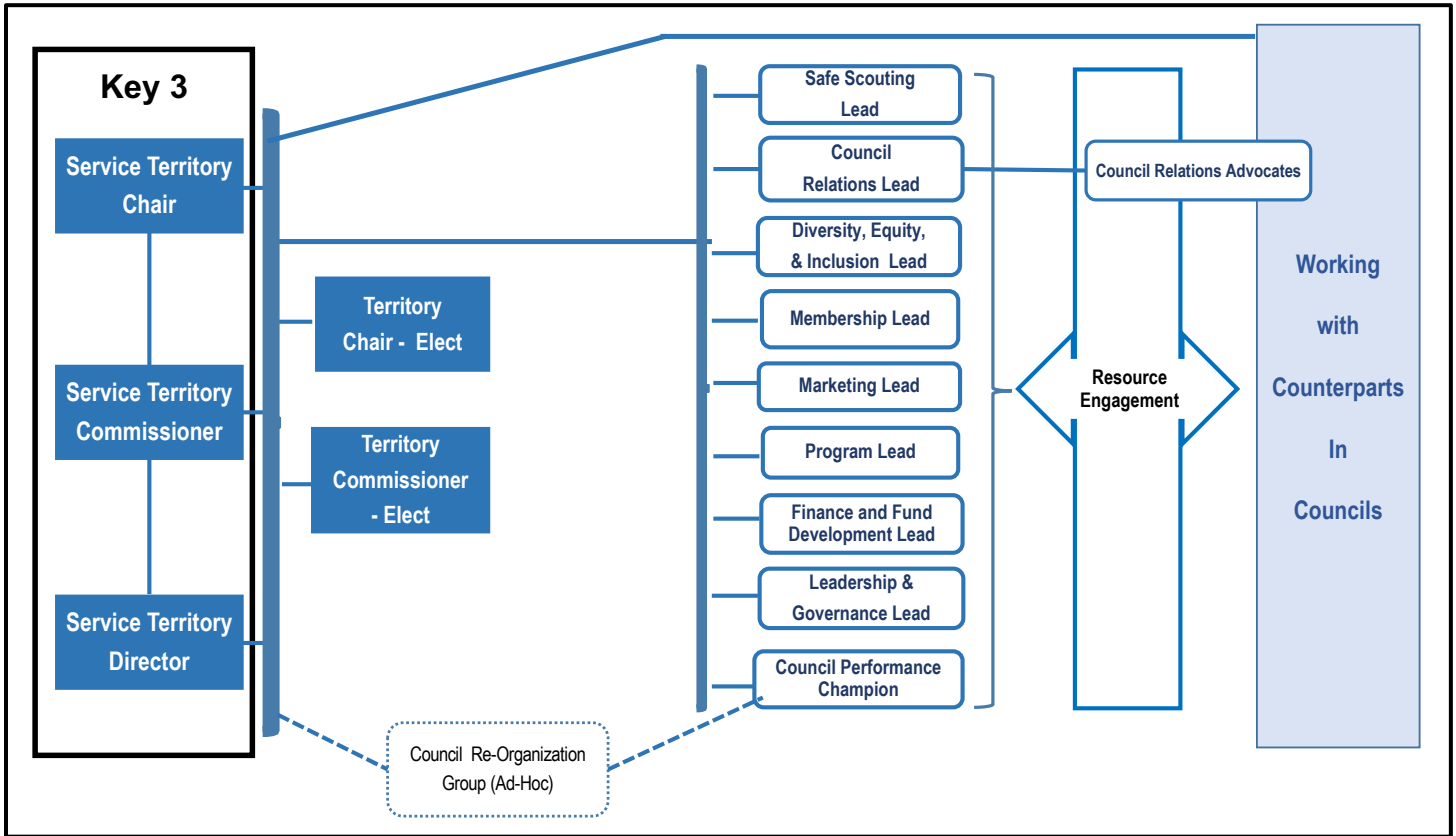
### TABLE OF CONTENTS

<b>OVERVIEW</b>	<b>PAGE</b>
<b>NST ORGANIZATIONAL CHART</b>	2
<b>NST COMMUNICATION FLOW DIAGRAM</b>	3

<b>NST FUNCTIONAL LEAD</b>	<b>CHARGE: Lead the NST efforts to ...</b>	<b>PAGE(S)</b>
<b>Safe Scouting Lead</b>	Help councils ensure Scout safety and youth protection	4-5
<b>Council Relations Lead</b>	Strengthen relationships with councils and provide communication avenues for all councils in the NST	6-7
<b>Membership Lead</b>	Help councils strengthen membership	8-9
<b>Marketing Lead</b>	Help councils strengthen marketing and public relations	10-11
<b>Finance &amp; Fund Development Lead</b>	Help councils strengthen all aspects of financial management and fund development.	12-13
<b>Diversity, Equity, &amp; Inclusion Lead</b>	Help councils strengthen all aspects of diversity, equity, inclusion, and community outreach	14-15
<b>Leadership and Governance Lead</b>	Help councils strengthen the performance of executive boards and develop strategic planning, council leadership, operational execution, and governance	16-17
<b>Program Lead</b>	Help councils strengthen local program and retain youth in Scouting	18-19
<b>Council Performance Champion</b>	Help councils achieve national performance standards and implement targeted improvements in council operations	20-21



# NST Organizational Chart



The National Service Territory (NST) supports councils through a collaborative network under the leadership of a Key 3 and functional leads focusing on primary aspects of council operations and delivery of the Scouting program.

The lateral orientation of the organization chart emphasizes peer relationships and mutual support. The “council counterparts” column emphasizes the central role that council leaders and representatives have in receiving and sharing information and ideas to strengthen local Scouting.

The NST Key 3 includes the volunteer NST Chair and NST Commissioner, and a professional NST Director. They are assisted by a Chair-Elect and a Commissioner-Elect. Note the line at the top of the chart connecting the Key 3 to their council counterparts. Sometimes the interaction will be as Key 3 entities and sometimes as peers serving in counterpart roles, such as the NST Chair’s interactions with the Council President, the NST Commissioner’s interaction with the Council Commissioner, or the NST director’s interaction with the Council Executive.

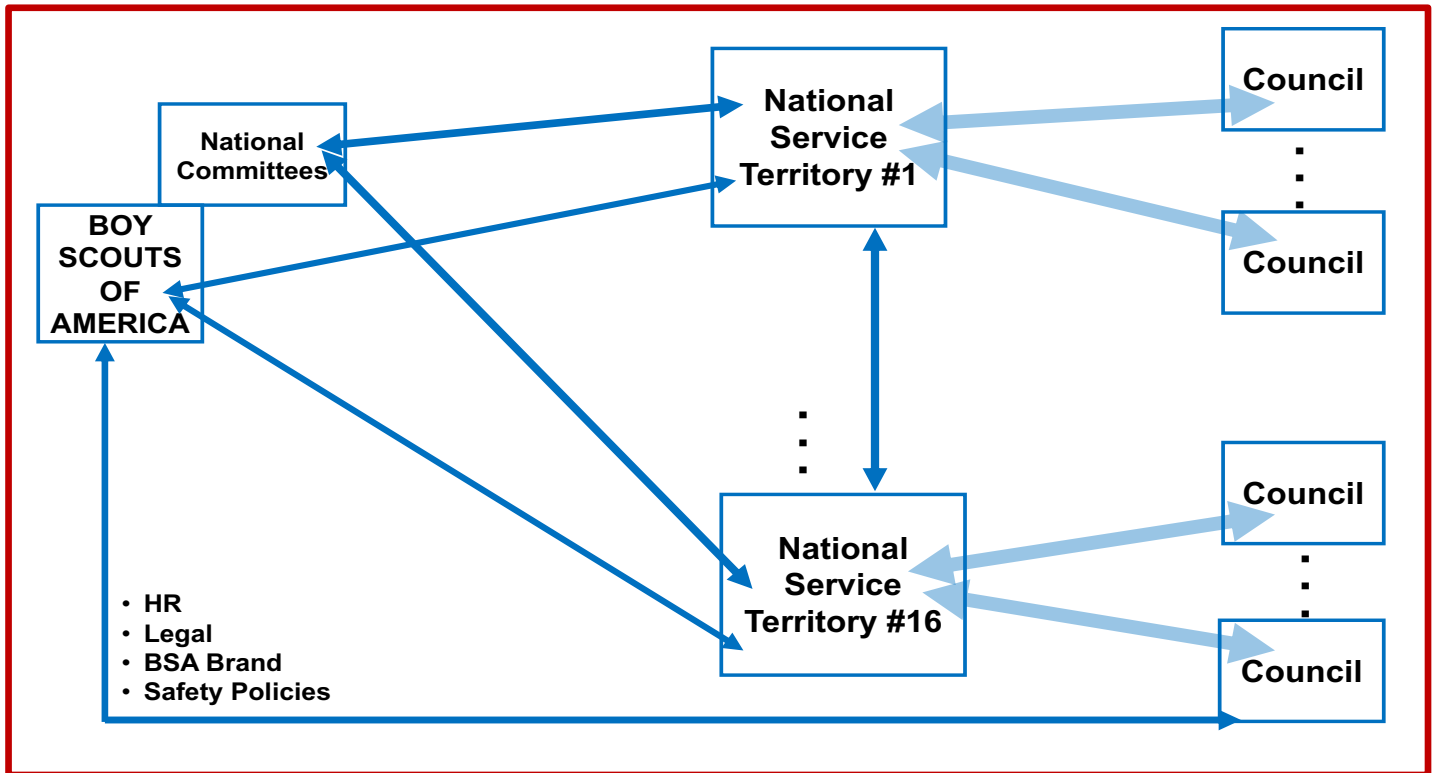
The four volunteer positions in the Key 3+ group were selected in the first phase of territory implementation. The NST Director is appointed by the National BSA.

Functional leads support councils in Membership, Program, Finance, Safe Scouting and the other areas listed on the chart. For example, the NST Membership Lead works with council membership leads (the “council counterparts”) to provide resource updates and foster collaboration to strengthen local membership. The functional leads report to and are supported by the Key 3. Connected to the Council Relations Lead are the Council Relations Advocates, who will develop close relationships with designated councils to share and celebrate local successes and to provide guidance and support where needed. The Council Performance Champion supports councils on issues of performance and sustainability. If improvement plans are not implemented and the need for action goes beyond the support able to be provided by the Champion and other NST colleagues, an ad-hoc Council Re-Organization Group, shown through the dotted lines toward the left bottom of the chart, may be formed by the NST Key 3 on recommendation by the Council Performance Champion.

Selection of National Service Territory functional leads occurs during the second phase of volunteer selection.



### NST Communication Diagram



This diagram emphasizes the importance of the peer-to-peer communication flow and relationship building, which is multi-directional between and among territories, councils, and the national organization.

For example, like all National Service Territories, NST #1 (at the center top) communicates with the national BSA (sometimes through National Committees), with other service territories, and with the councils within its geographical footprint. Information, ideas, and concerns need to be shared in all directions.

The arrow moving down from the BSA (at the left) and across the bottom of the diagram to a council (bottom right) shows that the National Service Center continues to communicate directly with councils on matters such as HR, legal, BSA brand, and safety policies. On the other hand, a great deal of the national communication would flow back and forth between National Committees and Key 3 or functional leads in National Service Territories.

Each National Service Territory is expected to engage resources from within and beyond the territory to assist in supporting councils. Councils collaborate with each other through NST networks to share resources and ideas. Territory Key 3 members and functional leads also develop networks of counterparts in other territories to discuss how they can support each other.



FULL POSITION DESCRIPTION:

NST Safe Scouting Lead

**CHARGE:** Lead the NST efforts to help councils deliver the Scouting program safely and assure youth protection

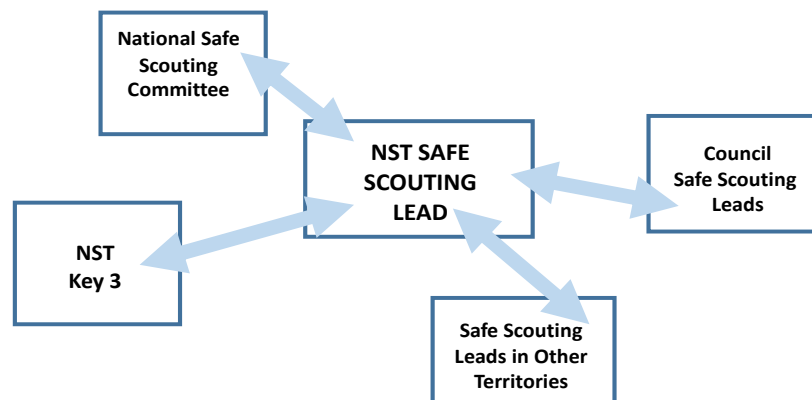
QUALIFICATIONS that Contribute to Success in this Role

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>• Dedicated to the Scouting movement</li> <li>• Available time and willingness to serve</li> <li>• High degree of integrity supporting ability to step in and stop unsafe conditions and instances where Scouting standards are not met</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of components of youth safety, including risk management, physical safety, mental health and protection from abuse</li> <li>• In-depth understanding of BSA health and safety policies and the Guide to Safe Scouting</li> <li>• Knowledge of current practices in safety, injury prevention, and trends</li> <li>• Knowledge of NCAP standards and short- and long-term camping requirements</li> <li>• Understanding of BSA program, handbooks and other materials, publications, manuals and guidance documents integral to program at unit, district, council, NST, and National levels</li> <li>• Ability to lead cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• Previous service as a Council, Area, or Regional Safe Scouting lead or Health &amp; Safety Supervisor</li> <li>• Enterprise Risk Management, Youth Protection, Council Health Supervisor, or Safe Scouting Committee</li> <li>• Professional practice or licensure – experience, education, validated competency and up-to-date knowledge</li> </ul>

Summary of RESPONSIBILITIES

1. Serve as part of the NST leadership team, engaging in general planning and routinely reporting Safe Scouting trends, updates, and concerns.
2. Work with local councils to promote safety and youth protection, using the online Guide to Safe Scouting and other national guidelines, via the council’s Safe Scouting Committee.
3. Facilitate councils’ effective communication of program requirements and safety efforts to ensure that BSA leaders understand and adhere to Safe Scouting policies, training, guidelines, and procedures.
4. Host regular meetings with council Safe Scouting leads or committee chairs to share information and best practices while fostering ongoing networking among councils.
5. Monitor, analyze, and share safety and youth protection data (YPT compliance, incident reporting, etc.) with council representatives and with NST commissioner and program cohorts, ensuring that these groups know how to use the information.
6. Represent the NST on the National Safe Scouting Committee.
7. Help maintain standards and policies of the BSA.

Overview of INTERACTIONS



Note that the interactions are multi-directional and that there is mutual accountability in each direction.



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the Safe Scouting Lead is Expected <u>TO DO</u> (partial List – not all-inclusive)	Frequency
With Councils in NST	Encourage and coach council Safe Scouting leads by facilitating regular meetings, individual conversations, and other communication to share information, opportunities, concerns, and ideas/processes that are working well in particular councils	At least monthly
	Promote national resources to local councils and help them to tailor resources to local conditions and audiences	Monthly
	Understand national resources for dealing with particular instances of youth safety concern and help councils to connect with those resources as needed	Ongoing
	Intervene with councils as needed to maintain standards on safety, incident reporting, and training	As needed
With the National Safe Scouting Support Committee	Keep up-to-date on national Safe Scouting initiatives, including new policies and protocols as well as keys to effective council adoption	Regularly
	Learn how to represent the Safe Scouting Committee in discussing BSA priorities and processes	Ongoing
	Share challenges and concerns with the national committee as needed for awareness and to foster brainstorming of effective ways to address difficulties; provide input for priorities and needs identified by local councils	Regularly
	Provide ideas and feedback to the Safe Scouting Committee on the success and drawbacks of practices and approaches used by councils in the NST; provide feedback to the Safe Scouting Committee on the effectiveness of resources, materials, and guidance approved and disseminated to leaders at all levels	Ongoing
	Represent the NST and NST Safe Scouting Leads in a designated position on the National Safe Scouting Support Committee or Subcommittee as arranged	As requested
Within NST Team	Collaborate with the NST Key 3 to develop priorities and action plans for helping councils to ensure youth safety	Frequently
	Monitor and keep the NST informed of territory youth safety trends and compliance	Ongoing
	Participate actively in scheduled meetings of the NST, contributing insights and collaborating with the team to find the most effective ways to support councils	Regularly
	Communicate with team members working in areas interwoven with youth safety, particularly commissioners and program chairs	Frequently
With Counterparts in other NSTs	Take an active role in meetings and discussions with other NST Safe Scouting Leads to share information and provide mutual support	Regularly
	Share and use ideas and best practices from counterparts in other NSTs	Ongoing

**TIME COMMITMENTS**

**TERM**

NST Safe Scouting Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Participating in meetings and consulting with other Scouters on youth safety topics	1 to 8 hours per week	Not including travel time for in-person gatherings
Episodic engagement in hours-long, full-day, or multi-day conferences or events	3 to 12 days per year	



FULL POSITION DESCRIPTION:

NST Council Relations Lead

**CHARGE: Proactively lead the NST efforts to strengthen relationships with councils and provide broad and continuous advocacy for all councils in the NST**

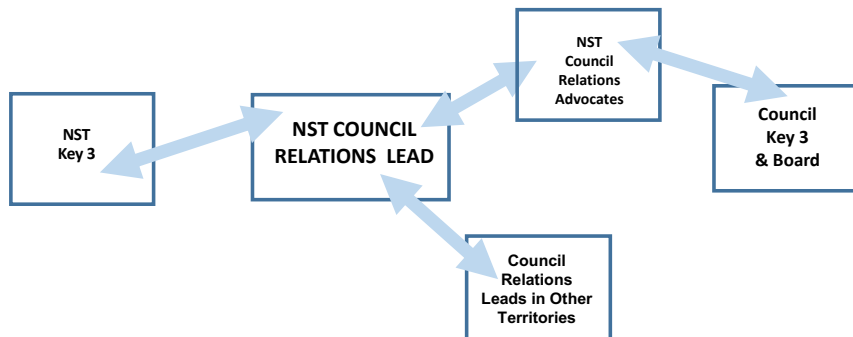
**QUALIFICATIONS that Contribute to Success in this Role**

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>• Encouraging attitude</li> <li>• Emotional intelligence</li> <li>• Trustworthiness</li> <li>• Good judgment with respect to confidentiality</li> <li>• Patience</li> <li>• Perseverance</li> <li>• A “people person”</li> </ul>	<ul style="list-style-type: none"> <li>• Talent for building rapport and relationships</li> <li>• Ability to form and lead collaborative teams</li> <li>• Capability to train and mentor others in how to build relationships</li> <li>• Facility for listening and observation</li> <li>• Business knowledge at the council level</li> <li>• Understanding of financial statements and statistical data</li> <li>• Expertise in encouraging and leading change</li> <li>• Capacity for garnering and mobilizing resources</li> <li>• Knowledge of current BSA policies and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership in a Council Key 3 or similar position</li> <li>• Board of Director responsibilities in Scouting and other non-profits</li> <li>• Engagement in Council progress reviews</li> <li>• Lead role(s) in strategic planning and/or action-based improvement planning for organizations</li> <li>• Track record of effective connective relationships within vocation or volunteer work</li> </ul>

**Summary of RESPONSIBILITIES**

1. Serve as an engaged member of the NST leadership team and provide timely, routine updates on council culture, accomplishments, and needs identified through interactions with council leadership.
2. Appoint and assign Council Relations Advocates in consultation with the Key 3s of the NST and the council.
3. Train, oversee, and support the team of advocates providing support to all NST councils.
4. Communicate with councils to explain and facilitate the role of Council Relations Advocates.
5. Recommend resource allocation and assist with gathering and enabling ad hoc teams to assist councils in specific areas of need across all areas of council operations.
6. Represent the councils in communicating challenges and successes to the NST leadership.
7. Share and promote national resources and initiatives to councils through Council Relations Advocates and Council Key 3s.
8. Work with the NST Commissioner to provide mentoring and assistance for to conduct each council’s annual review.
9. Host regular meetings, conferences, and other gatherings to share information and best practices while fostering ongoing networking.
10. Help maintain standards and policies of the BSA.

**Overview of INTERACTIONS**



**Note that the interactions are multi-directional and that there is mutual accountability in each direction.**



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the NST Council Relations Lead is Expected <u>TO DO</u> (Partial List – Not all-inclusive)	Frequency
Within NST Team (including Council Relations Advocates)	Collaborate with the Key 3 and the councils to identify and mutually agree upon Council Relations Advocates who would be “good fits” for councils	Annually or as needed
	In consultation with NST Key 3, set priorities and establish action plans for guiding and overseeing Council Relations Advocates	Ongoing
	Train and coach Council Relations Advocates, helping them to: <ul style="list-style-type: none"> <li>• understand the expectations for advocates</li> <li>• establish trusted relationships with council leaders</li> <li>• find opportunities to get to know the council and its members</li> <li>• identify council ideas and practices to celebrate and share</li> <li>• identify areas where the council would benefit from extra support</li> </ul>	Meeting with advocate team monthly and with individual advocates regularly
	Foster NST understanding of the importance of building relationships	Continuously
	Build early awareness of trends, systemic problems, and specific needs	Continuously
	Organize subject-matter teams for improvement initiatives in councils	As needed
	Build awareness of particular council challenges, consult with the NST Performance Champion for additional information, and share insights and “red flags” with the NST Key 3	Regularly
	Help guide decision-making re council performance and re-chartering	Periodically
With Councils in NST	Consult with each council to determine a good choice for their Council Advocate	Annually
	Guide Council Relations Advocates in providing ongoing liaison with Council Key 3 leadership and Executive Boards	Continuously
	Encourage councils to foster relationship-building and consider naming a Relationships lead to facilitate connections within and beyond the council	Continuously
	Represent the NST as an external source of guidance and perspective	As needed
	Help assign ad hoc teams to assist specific councils	As needed
	Assist with conflict mitigation and resolution	As needed
	Help to identify notable successes and any “red flag” issues	Regularly
With Counterparts in other NSTs	Discuss best practices and shared concerns	Regularly
	Provide mutual support and encouragement	Regularly
Information Gathering	What the NST Council Relations Lead is Expected <u>TO DO</u> (Partial List)	Frequency
Announcements and reports on council websites and social media	<ul style="list-style-type: none"> <li>Monitor information from local and national information sources</li> <li>Keep current on changes, announcements, trends</li> <li>Analyze data and share analysis with appropriate groups</li> </ul>	At least monthly
National reports on membership, finances, camping, advancement, etc.		

**TIME COMMITMENTS**

**TERM**

NST Council Relations Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**Expected WEEKLY TIME COMMITMENT**

Typical range may be from 1 to 8 hours per week	Not including travel time (if not using Zoom)
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FULL POSITION DESCRIPTION:

NST Membership Lead

**CHARGE:** Lead the NST efforts to help councils strengthen membership

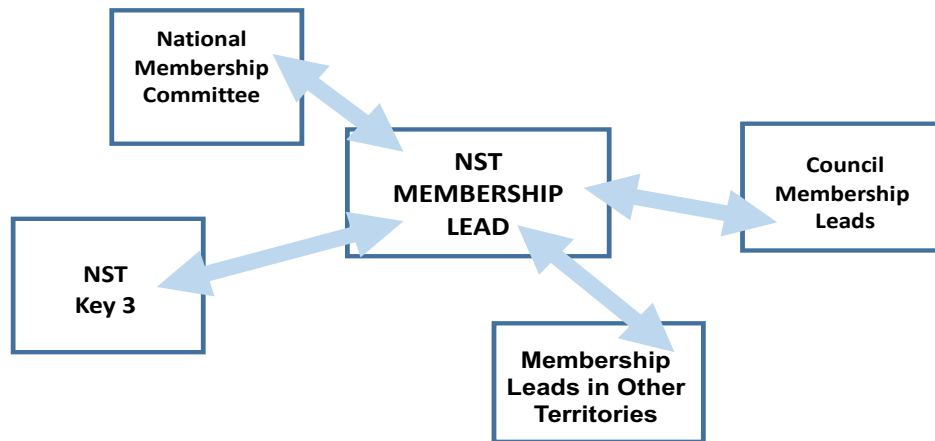
**QUALIFICATIONS that Contribute to Success in this Role**

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>Excitement about Scouting</li> </ul>	<ul style="list-style-type: none"> <li>Ability to build and lead teams of volunteers</li> <li>Outreach to under-served demographics</li> </ul>	<ul style="list-style-type: none"> <li>Service as a Council or Area Membership VP or Chair</li> <li>Similar role in another non-profit youth organization</li> </ul>

**Summary of RESPONSIBILITIES**

1. Serve as part of the NST leadership team, engaging in general planning and routinely reporting territory membership trends, updates, and concerns.
2. Work with local councils to provide leadership to member recruitment and new unit development initiatives.
3. Promote and provide encouragement to inclusion and outreach initiatives to extend youth membership into under-served communities.
4. Share and promote national membership resources and initiatives.
5. Host regular meetings, conferences, and other gatherings to share information and best practices while fostering ongoing networking among council membership representatives in the NST.
6. Represent the NST on the National Membership Committee.
7. Monitor, analyze, and share membership data, communicating with council representatives on how to use the information.
8. Recommend and help to gather resources to implement NST membership initiatives and assist councils with identified membership needs.
9. Help maintain standards and policies of the BSA.

**Overview of INTERACTIONS**



Note that the interactions are multi-directional and that there is mutual accountability in each direction.





**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

<b>Communication with GROUPS</b>	<b>What the Membership Lead is Expected <u>TO DO</u></b> (partial List – not all-inclusive)	<b>Frequency</b>
With Councils in NST	Host regular meetings with Council Membership Vice-Presidents to share ideas, opportunities, and concerns	Monthly
	Monitor council membership performance throughout the NST, including new member recruitment, new units, youth and unit retention, market share, as well as overall numbers and trends	Monthly
	Communicate with councils regarding strengthening charter partner relationships, including both local and national perspectives	Frequently
	Provide coaching and guidance as well as national updates and materials to council membership leads to help them establish and implement growth plans	At least monthly
With the National Membership Committee	Promote, support, engage, and communicate national membership initiatives	Ongoing
	Prepare to represent the National Membership Committee in promoting BSA membership policies, processes, campaigns, and materials	Ongoing
	Share challenges and concerns with the national committee as needed for awareness and to foster brainstorming of creative and effective ways to address difficulties	Regularly
	Provide ideas and input to the National Membership Committee on best practices and successful approaches in the NST	Ongoing
Within NST Team	Collaborate with the NST Key 3 to develop priorities and action plans	
	Inform the NST about local membership trends, variations in council membership performance, local membership best practices, and opportunities to help local councils	Ongoing
	Participate actively in scheduled meetings of the NST, contributing insights and collaborating with the team to find the most effective ways to support councils	Regularly
	Communicate with team members on inter-related roles in growing membership	Frequently
	Build knowledge and excitement concerning national membership initiatives	Regularly
With Counterparts in other NSTs	Take an active role in meetings and discussions with other Membership Leads to share experiences and provide mutual support	Regularly
	Share and use ideas and best practices from counterparts in other NSTs	Ongoing

<b>Information Gathering</b>	<b>What the NST Membership Lead is Expected <u>TO DO</u></b> (Partial List)	<b>Frequency</b>
Monthly membership, ethnicity, gender, market share, and council paid membership data plus information concerning chartered partners	<ul style="list-style-type: none"> <li>Monitor and analyze information from local and national sources</li> <li>Present reports to National Service Territory</li> <li>Share data and analysis with membership leads in councils as appropriate</li> </ul>	At least monthly

**TIME COMMITMENTS**

**TERM**

NST Membership Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Participating in meetings and consulting with other Scouters on membership growth topics	2 to 8 hours per week	Not including travel time for in-person gatherings
Episodic engagement in hours-long, full-day, or multi-day conferences or events	5 to 12 days per year	



FULL POSITION DESCRIPTION:

NST Marketing Lead

**CHARGE:** Lead the NST efforts to help councils strengthen marketing and public relations.

**QUALIFICATIONS that Contribute to Success in this Role**

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>• Passion for the value of Scouting</li> <li>• Proactive</li> <li>• Performance-driven</li> <li>• Customer service orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Written and verbal 2-way communication expertise</li> <li>• Strong collaboration and influencing abilities</li> <li>• Working knowledge of digital, social media marketing strategies and tactics</li> <li>• Storytelling</li> </ul>	<ul style="list-style-type: none"> <li>• Professional marketing, public relations, or communications experience</li> <li>• Previous service as a Council, Area, or Regional marketing lead</li> </ul>

**Summary of RESPONSIBILITIES**

1. Serve as part of the NST leadership team, engaging in general planning and routinely reporting marketing updates and concerns.
2. Advocate adoption of modern marketing strategies and tactics that enhance the BSA's reputation, grow membership, advance the program, and expand financial investments in scouting.
3. Promote National BSA marketing programs, resources and learning opportunities with NST councils. Share adoption trends and council feedback with National.
4. Monitor BSA message and brand standards consistency across the NST. Partner with councils to encourage adoption and share council feedback with National.
5. Facilitate marketing capability building at the council level. Collaborate to recruit and support council volunteers and professional staff with marketing responsibility.
6. Promote active sharing of marketing best practices. Maintain a common platform where councils can contribute and research marketing best practices. Incorporate successful marketing strategies and tactics into NST training events and activities.
7. Offer guidance and support to individual councils to address their specific marketing challenges and opportunities. Contribute marketing input during the annual council performance review process.
8. Contribute content as needed to NST level communication vehicles such as social media and newsletter. Assist in promoting NST-wide events as requested.
9. Serve on the National Marketing Committee and directly support committee projects that advance NST marketing objectives as requested.

**Overview of INTERACTIONS**



Note that the interactions are multi-directional and that there is mutual accountability in each direction.



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the Marketing Lead is Expected <u>TO DO</u> (partial List – not all-inclusive)	Frequency
With Councils in NST (the primary customer)	Initiate regular touch-points such as virtual meetings, emails, and phone calls with council marketing leads to share ideas, opportunities, and concerns	Monthly
	Promote national resources to local councils and help them to tailor resources to local conditions and audiences	Monthly
	Coach council marketing leads in ways to strengthen council marketing capability	Regularly
	Facilitate sharing of best practices	Regularly
	Support the local council in talent recruitment	Ongoing
With the National Marketing Committee	Keep up-to-date on national marketing initiatives, including purposes, intended audiences, how to access, and keys to effective use	Ongoing
	Prepare to represent the National Marketing Committee in promoting BSA policies, processes, campaigns, and materials	Ongoing
	Share challenges and concerns with the national committee as needed for awareness and to foster brainstorming of creative and effective ways to address difficulties	Regularly
	Provide ideas and feedback to the National Marketing Committee on the success and drawbacks of practices and approaches used by councils in the NST	Ongoing
	Assist Committee projects that support NST goals	Ongoing
Within NST Team	Collaborate with the NST Key 3 to develop priorities and action plans	Frequently
	Inform the NST about national and local marketing initiatives	Ongoing
	Participate actively in scheduled meetings of the NST, contributing insights and collaborating with the team to find the most effective ways to support councils	Regularly
	Communicate with team members working in areas interwoven with marketing, including membership and fund development	Frequently
With Counterparts in other NSTs	Take an active role in meetings and discussions with other NST Marketing Leads to share experiences and provide mutual support	Regularly
	Share and use ideas and best practices from counterparts in other NSTs	Ongoing

**TIME COMMITMENTS**

**TERM**

NST Marketing Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Participating in meetings and consulting with other Scouters on marketing topics	1 to 6 hours per week	Not including travel time for in-person gatherings
Episodic engagement in hours-long, full-day, or multi-day conferences or events	3 to 12 days per year	



**FULL POSITION DESCRIPTION:**

**NST Finance and Fund Development Lead**

**CHARGE: Lead the NST efforts to help councils strengthen all aspects of financial management and fund development**

**QUALIFICATIONS that Contribute to Success in this Role**

<b>Personal Attributes</b>	<b>Skills and Competencies</b>	<b>Desirable Experience</b>
<ul style="list-style-type: none"> <li>• Supportive and helpful</li> <li>• Possess emotional intelligence</li> <li>• Trustworthiness and good judgment with respect to confidentiality</li> <li>• Patience and perseverance</li> </ul>	<ul style="list-style-type: none"> <li>• Deep understanding of council finances including both sources (funding), and uses of funds</li> <li>• Ability to communicate the importance of proper donor cultivation and stewardship practices</li> <li>• Understanding of council financial statements and their implications</li> <li>• Ability to form and lead collaborative teams—uses operational approach to plan and build an effective territory funding and financial management cohort</li> <li>• Facility for listening and observation</li> <li>• Ability to build rapport and relationships and advanced skills in leading change</li> <li>• Knowledge of current BSA policies and resources</li> <li>• Ability to build teams and influence councils in supporting and upgrading financial management and fundraising</li> <li>• Effective meeting facilitator</li> <li>• Awareness of importance of diversity and inclusion</li> <li>• Capacity for garnering and mobilizing resources</li> <li>• Clear understanding of job requirements and adequate time commitment to meet them</li> </ul>	<ul style="list-style-type: none"> <li>• Oversight of the financial function in an organization, especially a non-profit setting</li> <li>• Knowledge and/or experience as a fundraiser preferably through a variety of non-profit affiliations</li> <li>• Demonstrated experience in successfully facilitating groups working on challenging issues</li> <li>• Has successfully built project and collaboration teams to improve collective outcomes</li> <li>• Prior non-profit volunteer board service in addition to a Scouting setting</li> <li>• Sustainable leadership in both good times and bad</li> </ul>

**Summary of RESPONSIBILITIES**

1. Oversee/support the programs & initiatives involving financial management and fundraising in councils.
2. Work with councils to ensure that their operational as well and major gift fund raising organizations are firmly established and sustainable.
3. Share and promote national resources and initiatives to councils through Council Key 3s.
4. Keep up to date on developments in the larger nonprofit fund development & financial management sector.
5. Contribute fund development guidance to member councils using personal expertise and experiences
6. Host regular meetings to share information and best practices while fostering ongoing networking.
7. Serve as an engaged member of the NST leadership team and provide timely, routine updates on council fund development and financial management needs.
8. Help maintain standards and policies of the BSA.

**Overview of INTERACTIONS**



**Note that the interactions are multi-directional and there is mutual accountability in each direction.**



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the NST Finance & Fund Development Lead is Expected <u>TO DO</u> (Partial List – Not all-inclusive)	Frequency
Within NST Team	In consultation with NST Key 3, establish and implement programs and activities for building council fundraising capabilities and strengthening council financial management.	Ongoing
	Build awareness of the discipline of financial management and share processes to promote improve financial performance	Continuously
	Provide the NST and other resources such as BSA's national subject matter experts as a source of strategic fundraising guidance and perspective	As needed
	Build awareness of the fundamentals of fund development and share processes to promote sharing of fundraising best practices	Continuously
	Along with NST Key 3, manages the selection of and succession planning for NST Finance and Fund Development lead	As needed
With Councils in NST	Facilitate the growth and capacity for improved fundraising and financial management within NST councils	Continuously
	Participate in special purpose teams in individual council financial and fundraising projects.	As needed
With Counterparts in other NSTs	Discuss best practices and shared concerns	Regularly
	Provide mutual support and possible collaborative initiatives	Regularly
With NOLC functional lead	Foster communications with NOLC Finance/Development Lead	Regularly

Information Gathering	What the NST Finance & Fund Development Lead is Expected <u>TO DO</u> (Partial List)	Frequency
Council liquidity reports, financial statements, multi-year trends of fund-raising campaigns, council audits	<p>Use information and analysis of data in meetings with council finance and fund development chairs and in trainings designed to strengthen council financial management and/or fund development.</p> <p>Present reports on financial and fund development trends to the NST.</p>	At least monthly and/or as needed

**TIME COMMITMENTS**

**TERM**

NST Finance and Fund Development Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Participating in meetings and consultations with Scouting colleagues on finance and fund development topics	1 to 10 hours per week	Not including travel time for in-person gatherings
Episodic engagement in conferences or events	2 to 8 days per year	



FULL POSITION DESCRIPTION:

NST Diversity, Equity, & Inclusion Lead

**CHARGE:** Lead the NST efforts to help councils strengthen all aspects of diversity, equity, inclusion, and community outreach.

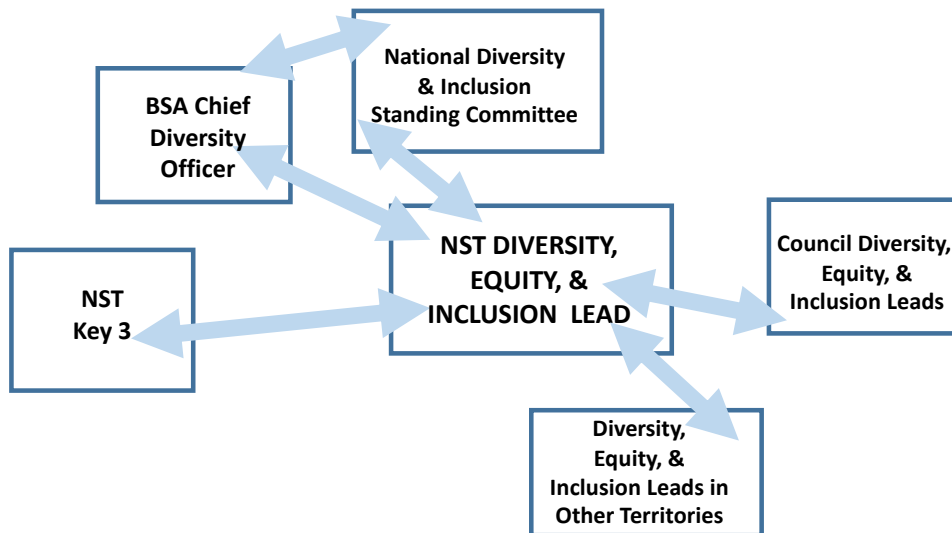
QUALIFICATIONS that Contribute to Success in this Role

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>• High emotional intelligence</li> <li>• Trustworthiness</li> <li>• Empathy for others</li> <li>• Focus on listening and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Talent for building diverse and inclusive team cultures</li> <li>• Knowledge of how diversity, equity, and inclusion goals optimize other desired operational outcomes</li> <li>• Ability to help others understand diversity, equity, and inclusion through presentations and conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness in leading organizational initiatives to strengthen diversity, equity, and inclusion in career or volunteer work</li> </ul>

Summary of RESPONSIBILITIES

1. Serve as part of the NST leadership team, engaging in general planning and periodically reporting territory diversity and inclusion status and trends, based on monitoring progress and results of all NST councils in achieving diversity goals.
2. Work with local councils to support board development and inclusion practices.
3. Share and promote national diversity and equity resources and initiatives.
4. Host regular meetings, conferences, and other gatherings to share information and best practices while fostering ongoing networking.
5. Represent the NST on the national Diversity, Equity, and Inclusion committee.
6. Gather and enable teams to assist in implementing NST plans to help councils with outreach and inclusion related to board development, chartered partners, and membership initiatives.
7. Help maintain standards and policies of the BSA.

Overview of INTERACTIONS



Note that the interactions are multi-directional and that there is mutual accountability in each direction.



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the Diversity, Equity, & Inclusion (DEI) Lead is Expected TO DO (partial List – not all-inclusive)	Frequency
With Councils in NST	Encourage and coach council leads for DEI by facilitating regular meetings, individual conversations, and other communication to share information, opportunities, concerns, and ideas/processes that are working well in particular councils	At least monthly
	Promote DEI resources to councils and help them to use resources locally	Regularly
	Be available for consultation with Key 3 and with council membership and board development leads to help them to understand and implement effective outreach	Ongoing
	Encourage council DEI through presentation and participation at council retreats, workshops, or conferences	Frequently
With the National Diversity, Equity, & Inclusion (DEI) liaison to the Standing Committee	Keep up-to-date on national DEI initiatives as well as keys to effective council adoption	Regularly
	Learn how to represent the DEI Committee in discussing BSA priorities and processes	Ongoing
	Share challenges and concerns with the national committee as needed for awareness and to foster brainstorming of effective ways to address difficulties	Regularly
	Provide ideas and feedback to the liaison for national DEI Committee regarding the success and drawbacks of practices and approaches used by councils in the NST	Frequently
Within NST Team	Collaborate with the NST Key 3 to develop priorities and action plans for helping councils to strengthen diversity, equity, and inclusion	Frequently
	Monitor and keep the NST informed of territory DEI trends, successes, and concerns	Ongoing
	Participate actively in scheduled meetings of the NST, contributing insights and collaborating with the team to find the most effective ways to support councils	Regularly
	Communicate with NST team members working in areas interwoven with DEI opportunities	Frequently
With Counterparts in other NSTs	Take an active role in meetings and discussions with other NST DEI Leads to share information and provide mutual support	Regularly
	Share and use ideas and best practices from counterparts in other NSTs	Ongoing

Information Gathering	What the NST DEI Lead is Expected TO DO (Partial List)	Frequency
Reports on chartered organizations, board diversity, staff diversity, youth gender, and youth ethnicity	<ul style="list-style-type: none"> <li>Monitor and analyze information from local and national sources</li> <li>Present reports to National Service Territory</li> <li>Share data and analysis with DEI leads in councils as appropriate</li> </ul>	At least monthly

**TIME COMMITMENTS**

**TERM**

NST Diversity, Equity, & Inclusion Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Analyzing data, planning, participating in meetings, and consulting with other Scouters on diversity, equity, and inclusion topics	2 to 8 hours per week	Not including travel time for in-person gatherings
Episodic engagement in hours-long, full-day, or multi-day conferences or events	3 to 12 days per year	





FULL POSITION DESCRIPTION:

NST Leadership & Governance Lead

**CHARGE: Lead the NST efforts to strengthen council board leadership effectiveness and to promote and support required governance in all NST councils.**

**QUALIFICATIONS that Contribute to Success in this Role**

Personal Attributes	Skills and Competencies	Experience
<ul style="list-style-type: none"> <li>• Big picture thinker</li> <li>• Emotional intelligence</li> <li>• Strategic perspective</li> <li>• Patience and perseverance</li> <li>• Commitment to achieving the broad goals of the BSA</li> </ul>	<ul style="list-style-type: none"> <li>• Deep understanding of nonprofit board governance and nonprofit leadership, i.e. capacity building</li> <li>• Advanced skills in leading change</li> <li>• Ability to form and lead collaborative teams</li> <li>• Facility for listening and observation</li> <li>• Ability to build rapport and relationships</li> <li>• Knowledge of current BSA policies and resources</li> <li>• Understanding of board performance drivers</li> <li>• Effective meeting facilitation</li> <li>• Awareness of importance of diversity and inclusion</li> <li>• Capacity for garnering and mobilizing resources</li> <li>• Clear understanding of job requirements and adequate time commitment to meet them</li> </ul>	<ul style="list-style-type: none"> <li>• Board leadership within BSA local council(s) with nonprofit board leadership outside of Scouting highly desirable</li> <li>• Demonstrated experience in successfully facilitating groups working on challenging issues</li> <li>• Has successfully led strategic planning and/or organizational development initiatives especially in non-profit settings</li> <li>• Leadership in challenging organizational environments</li> </ul>

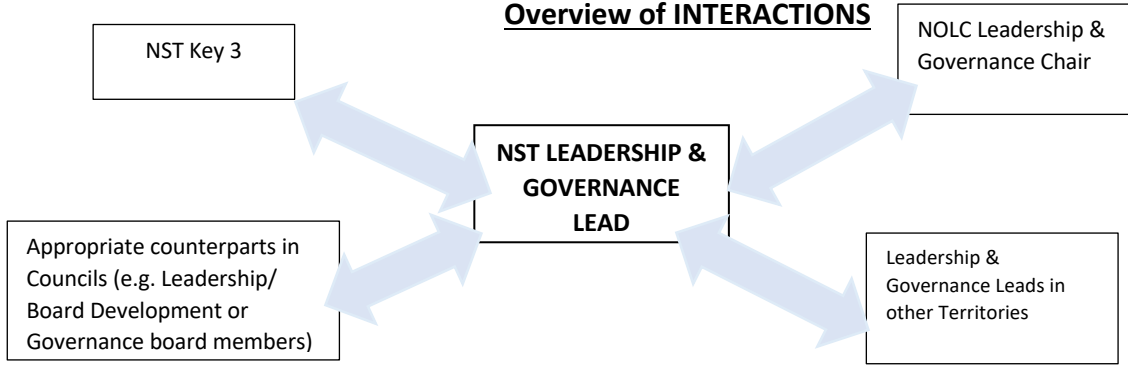
**Summary of RESPONSIBILITIES**

1. Oversee and support the programs and initiatives involving leadership and organizational performance in NST member councils as well as the NST itself.
2. Support the NST Key 3 in Territory strategic planning as well as supporting Council level strategic planning efforts.
3. Promote and support leadership development efforts throughout the NST
4. Promote, monitor and support NST councils in adherence to baseline governance processes including
  - a. Maintaining up-to-date bylaws and articles of incorporation
  - b. Having an active succession planning process addressing all key leadership roles in the council (Key 3, Executive Committee leaders)
  - c. Development of and execution of a strategic plan for the council to guide its long-term actions
  - d. Adherence to a structured, effective nomination and selection process
  - e. Maintaining and adhering to the required annual process of a Council as required by the BSA
5. Keep up to date on developments in the larger nonprofit leadership and governance sector.
6. Share and promote national resources and initiatives to councils through Council Key 3s.
7. Host regular meetings to share information and best practices while fostering ongoing networking.
8. Serve as an engaged member of the NST leadership team and provide timely, routine updates on council board development and strategy needs.
9. Help maintain standards and policies of the BSA.
10. Help councils to put in place a process that ensures annual orientation for all board members as well as utilizes the resources available for new president orientation and trainings.





**Overview of INTERACTIONS**



Note that the interactions are multi-directional and that there is mutual accountability in each direction.

**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the NST L&G Lead is Expected TO DO (Partial List – Not all-inclusive)	Frequency
Within NST Team	In consultation with NST Key 3, establish and implement programs and activities for building council leadership capabilities and strengthening board governance.	Ongoing
	Build awareness of the discipline of change management and share processes to promote acceptance and organizational evolution	Continuously
	Bring strategic guidance and perspective to councils.	As needed
	Along with NST Key 3, ensures a succession plan is in place for NST Leadership & Governance role	As needed
With Councils in NST	Facilitate the growth and capacity for improved board performance and leadership within NST councils	Continuously
	Aid councils in development of effective strategic plans	As needed
	Guide councils in need to build teams to support board level needs of councils, e.g. board nominating committees or board retreats	As needed
With Counterparts in other NSTs	Discuss best practices, effective tools and shared concerns	Regularly
	Provide mutual support and participate in collaborative initiatives	Regularly
	Share concerns, issues and effective solutions	Regularly
With NOLC functional lead	Foster communications with the NOLC L&G lead	As needed
	Update NOLC lead with adherence by councils to governance baseline requirements	

Information Gathering	What the NST L&G Lead is Expected TO DO (Partial List)	Frequency
Announcements and reports on council websites and social media sites	Use information in monthly meetings with L&G cohort. Present data to support councils with strategic thinking/ strategic planning process design and facilitation. Organize leadership and organizational performance training.	At least monthly and/or as needed
National data or reports on membership, finances, advancement, camping, etc.		

**TIME COMMITMENTS**

**TERM**

NST Leadership & Governance Leads are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**Expected WEEKLY TIME COMMITMENT**

Typical range may be 1 to 10 hours per week	Not including travel time (if not in-person meetings)
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FULL POSITION DESCRIPTION:

**NST PROGRAM LEAD**

**CHARGE: Lead NST efforts to help councils strengthen local program and retain youth in Scouting.**

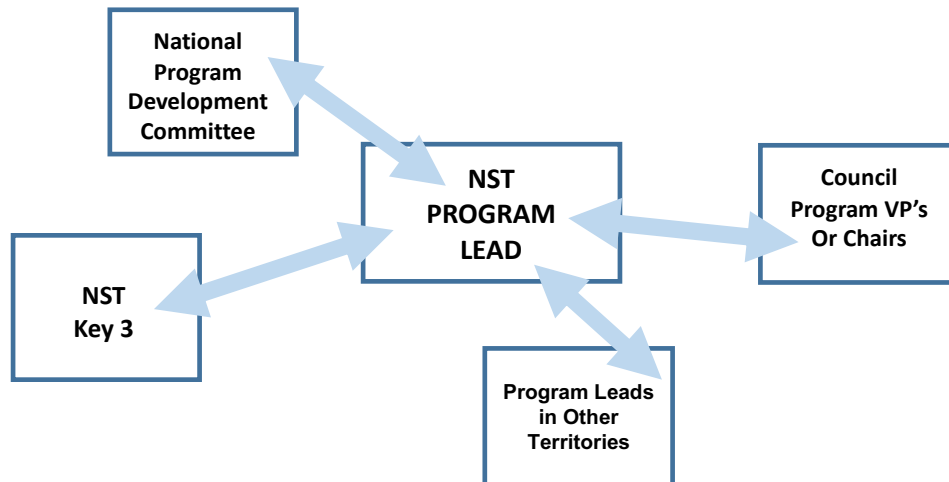
**QUALIFICATIONS that Contribute to Success in this Role**

Personal Attributes	Skills and Competencies	Experience
<ul style="list-style-type: none"> <li>Guided by BSA mission</li> <li>Vision for BSA program</li> <li>Commitment to learning and training</li> <li>Energy and enthusiasm</li> </ul>	<ul style="list-style-type: none"> <li>Talent for building collaborative teams</li> <li>Knowledge of current BSA programs and policies</li> <li>Familiarity with resources on Scouting.org, Scoutbook, and various social media platforms</li> <li>Organizational skills</li> <li>Ability to communicate electronically, particularly through virtual conferences with councils</li> <li>Skill in leading discussions through video and in-person</li> </ul>	<ul style="list-style-type: none"> <li>Prior leadership as Regional, Area, or Council Vice- President for Program or Program Chair</li> <li>Other Scouting leadership at Council or beyond, especially in program elements</li> <li>Board of Director responsibilities in Scouting and other non-profits</li> <li>Familiarity with accessing and using data regarding council program and camp operations</li> </ul>

**Summary of RESPONSIBILITIES**

1. Serve as part of the NST leadership team, engaging in general planning and providing timely program updates while monitoring councils' progress in successfully delivering the Scouting program to council youth.
2. Work with local councils to provide leadership to program development, utilizing program specialists to provide visibility to the leadership aspects of all programs.
3. Share and promote national program development resources and initiatives.
4. Host regular meetings, conferences, and other gatherings to share information and best practices while fostering ongoing networking among council program representatives.
5. Represent the NST on the National Program Committee.
6. Gather and enable teams to assist in implementing NST plans and assisting councils with identified program, retention, and safe scouting needs.
7. Help maintain standards and policies of the BSA.

**Overview of INTERACTIONS**



**Note that the interactions are multi-directional and that there is mutual accountability in each direction.**



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the NST Program Lead is Expected <u>TO DO</u> (Partial List – Not all-inclusive)	Frequency
With Councils in NST	Be in contact with Council Program V-Ps/Chairs (Zoom, phone, email)	At least monthly
	Organize subject-matter teams for council program improvement support	When needed
	Help plan and lead program aspects of territory-wide conferences	2 or 3 times a year
	Represent the NST in talking with council reps (building relationships)	As needed
Within NST Team	Confer with Key 3 team to discuss priorities and action plans	Continuously
	Contribute information, ideas, and perspectives to NST meetings	At least quarterly
	Help build and maintain communication networks within the team	Continuously
	Lead efforts for territory-wide program improvement	As needed
	Keep in touch via email, newsletter, or social media messages	Periodically
	Provide reports on territory program-by-program membership, diversity, and retention numbers; territory advancement, training, service, and camping data; BSA Training, Advancement, NCAP, and Program updates	Regularly
With National Program Committee	Represent the NST in national Program Committee meetings	As scheduled
	Share updates and other information with NST and councils	Periodically
	Communicate to the Program Committee through National Program Vice-Chair regarding needs and concerns from councils	As needed
	Serve on sub-program committees as requested	When requested
	Analyze and give feedback to the National Program Committee through surveys and communication to Vice-Chair	When requested
With Counterparts in other NSTs	Discuss best practices and shared concerns	Regularly
	Provide mutual support and encouragement	Regularly

Information Gathering	What the NST Program Lead is Expected <u>TO DO</u> (Partial List)	Frequency
NST data for each program (Cub Scouts, Scouts BSA, Sea Scouts, Venturing, Exploring) re membership (including diversity), retention, training, advancement	Monitor information sources, including national sites and social media  Keep current on changes, announcements, trends  Analyze data and share analysis with appropriate groups, including NST, National Program Committee, and councils	Frequently - At least monthly
NST training data		
NST camping data		
Camping data		
Big Event data		

**TIME COMMITMENTS**

**TERM**

NST Program Lead candidates are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**DEDICATED TIME**

Participating in meetings and consulting with other Scouters on program topics	1 to 8 hours per week	Not including travel time for in-person gatherings
Episodic engagement in hours-long, full-day, or multi-day conferences or events	3 to 15 days per year	



FULL POSITION DESCRIPTION:

NST Council Performance Champion

**CHARGE: Lead the NST efforts to help councils achieve national performance standards and implement targeted improvements in council operations**

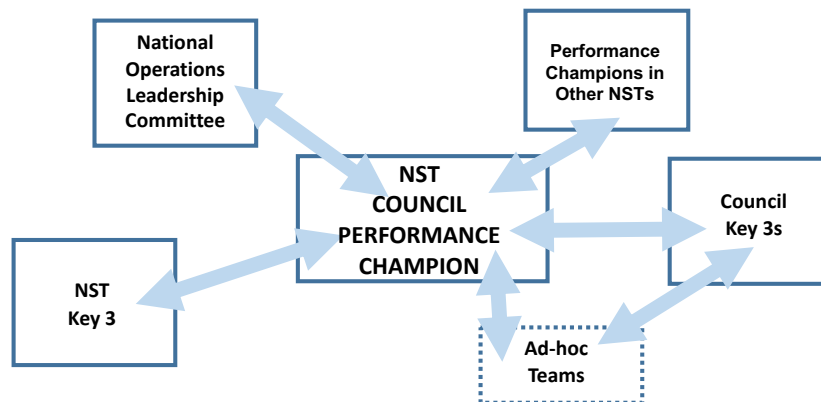
QUALIFICATIONS that Contribute to Success in this Role

Personal Attributes	Skills and Competencies	Preferred Experience
<ul style="list-style-type: none"> <li>• Initiative and self-motivation</li> <li>• Process-oriented</li> <li>• Highly organized</li> <li>• Encouraging attitude</li> <li>• Understanding and empathy for council challenges</li> <li>• Trustworthiness and good judgment</li> <li>• Patience and perseverance in working with Councils on difficult but necessary changes</li> </ul>	<ul style="list-style-type: none"> <li>• Team leadership</li> <li>• Ability to build and maintain a collaborative culture</li> <li>• Knowledge of national performance standards and operating measures</li> <li>• Ability to address issues and formulate responsive alternatives</li> <li>• Talent for encouraging and leading change</li> </ul>	<ul style="list-style-type: none"> <li>• Council leadership such as Council President, Commissioner, VP of Leadership &amp; Performance</li> <li>• Leadership positions on Area Committees, including Area President, Commissioner, or VP of Leadership &amp; Performance</li> <li>• Career experience such as project management, planning, problem solving, and issue resolution</li> <li>• Experience in working with others to develop and implement action plans for improving operations and performance</li> </ul>

Summary of RESPONSIBILITIES

1. Serve as part of the NST leadership team, engaging in general planning and periodically reporting on the status of council performance standards compliance and performance improvement.
2. Communicate with councils to ensure awareness of BSA performance standards.
3. Proactively support councils by being an advocate and ally to help them to improve their performance.
4. Develop and monitor a Council Watch List to identify councils close to or below minimum performance standards or poor performance in leading indicators of successful councils.
5. Assist councils in developing a Council Improvement Plan (CIP) if performance falls below minimum performance standards and help to gather resources to assist the council.
6. If required improvement cannot be made, recommend that a Transitional Charter be issued to the under-performing council and that additional transitional actions be planned.

Overview of INTERACTIONS



Note that the interactions are multi-directional and that there is mutual accountability in each direction.



**Examples of TASKS (BEST-PRACTICE INTERACTIONS) in this Role**

Communication with GROUPS	What the Council Performance Champion is Expected TO DO (Partial List – not all-inclusive and not exclusive of others’ similar tasks)	Frequency
With Councils in NST	Monitor performance measures for all councils, identifying poor performance or indicators of potential problems	At least monthly
	Communicate directly with the Council Key 3 if a council is underperforming, ensuring understanding of performance standards, emphasizing the support that the National Service Territory will provide, and engaging in triage and intervention if necessary	As needed
	Work with the council to develop plans to address issues, including resource needs, action plans, schedules, and measures to gauge progress	As needed
	Set a schedule of follow-up meetings to monitor council progress	As needed
	When indicated, help to facilitate the assistance of an ad hoc group	
	Serve as facilitator/chair for key meetings to discuss performance, action plans, and progress with councils having Council Improvement Plans	As needed
With the NOLC leads for this function	Provide summary of councils in NST that are underperforming and are executing Council Improvement Plans	At least monthly
	Participate in cross-NST meetings with NOLC lead to discuss performance improvement function and best practices	As scheduled
	Identify and utilize national resources to assist with council improvement planning and implementation	Ongoing
	Provide ideas and input to NOLC on best practices and successful approaches	Ongoing
Within NST Team	Collaborate with NST Key 3 to set priorities and build territory processes for improving council performance in accordance with national and NOLC guidelines, including using ad hoc teams	Ongoing
	Prepare and present summary reports on NST councils’ status and performance, as well as notable trends and systemic issues	Monthly
	Discuss specific performance issues and plans with the NST Key 3	As needed
	With guidance from the Key 3, take the lead in organizing and orienting ad-hoc teams for improvement initiatives in councils	As needed
	Consult with the NST Council Relations Lead and appropriate Advocates for additional information and sharing of insights regarding particular councils	As needed
	Help guide decision-making re council performance and re-chartering	Regularly
	Participate actively in regularly-scheduled meetings of the NST	Regularly
With Counterparts in other NSTs	Discuss processes, shared concerns, and how well particular approaches or practices have worked	Regularly
	Provide mutual support and encouragement	Regularly

**TIME COMMITMENTS**

**TERM**

NST Council Performance Champions are generally expected to make a commitment of two years. Elections are for one-year terms, with possibility of re-election up to a maximum of three years.

**ONGOING TIME COMMITMENTS**

Typical activities such as monitoring data, attending meetings, consulting with colleagues	1 to 6 hours per week	Note that this position requires substantial time commitments on an “as needed” basis
Dedicated time to work directly with under-performing councils and ad-hoc committees	Up to 15 hours some weeks	

Not including travel time for in-person gatherings