



Wood Badge for the 21st Century

2010 ADMINISTRATIVE GUIDE

Leadership for Scouting—Leadership for America



BOY SCOUTS OF AMERICA.



WOOD BADGE FOR THE 21ST CENTURY

Administrative Guide



BOY SCOUTS OF AMERICA®

2010 Updates

The following revisions have been made to the 2010 editions of the Wood Badge for the 21st Century *Administrative Guide and Syllabus*.

Administrative Guide

- “Who May Attend Wood Badge” has been updated to reflect that participants 18 years old and older may attend regardless of their registered position as long as appropriate Youth Protection policies are followed. The section also requires that all attendees complete the Annual Health and Medical Record form, which is available at www.scouting.org. (Page 1)
- The Quartermaster List of materials has been updated to provide a more complete list. (Page A-28)
- The staff development preparation schedules in Appendix B have been adjusted to accommodate new sessions called *Leveraging Diversity Through Inclusiveness* and *Generations in Scouting*. (Page B-12)
- An information sheet for the Philmont Leadership Challenge is included in the appendix. (Page B-16)
- The PowerPoint slides have been removed from the DVD. If desired, you may build your own based on current syllabus content.

Staff Guide/Syllabus

- All references to DVD or PowerPoint material in the left margins of the Syllabus have been removed.
- The Start, Stop, Continue evaluation tool introduction was added to the Day One troop meeting assessment. (Page 52)
- The sessions formerly titled *Inclusiveness* and *Valuing People and Leveraging Diversity* have been combined and reformatted into a new presentation called *Leveraging Diversity Through Inclusiveness* for Day Two. (Page 119)
- The *Communication* session on Day Two has been revised. (Page 141)
- The Patrol Chaplain Aides Meeting has been relocated from Day Two to Day Three Patrol Leaders’ Council meeting time so participants would have seen the instructional and model interfaith services. (Page 212)
- The details of the Venturing induction service have been moved to the beginning of Day Four activities. (Page 241)
- A new session titled *Generations in Scouting* has been added to the Day Four agenda. (Page 256)



The Wood Badge Administrative Guide

Wood Badge for the 21st Century

Foreword

As every experienced Wood Badge course director knows, the most valuable resources that help assure the success of a course are the volunteer Scouters serving as Wood Badge staff members. The *Wood Badge Administrative Guide* was developed to help course directors prepare staff members for their role in Wood Badge courses. It begins a full year in advance of a course and, step-by-step, guides a course director through the process of recruiting and training the most effective Wood Badge staff possible.

Wood Badge training is designed primarily to fulfill the needs of course participants. They learn techniques that make them better leaders, and they learn how to lead groups to achieve objectives. Wood Badge also can present a tremendous opportunity for staff members to expand their own training skills, gain hands-on experience as teachers and motivators, and find new approaches to leading and motivating groups of people within and beyond the Scouting movement.

The *Administrative Guide* consists of two sections. The first, a preparation schedule, outlines the course director's responsibilities and signifies when each responsibility should be addressed in terms of the number of days before a course commences. Using this schedule as an outline, a course director can track the staff's progress for an upcoming Wood Badge course. The second portion of the guide elaborates on recruitment, staff development, and the content of training meetings. The combination results in a program that provides the greatest value to participants and the deepest opportunities for growth among members of the Wood Badge staff.

The guidelines provided in this guidebook should be strictly followed. If a host council significantly fails to comply with the guidelines as stated herein, the regional office may reject future requests to conduct a Wood Badge course.



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Who May Attend Wood Badge?

To attend a Wood Badge course, individuals must:

1. Be registered members of the Boy Scouts of America. (Youth older than 18 may attend as long as the appropriate Youth Protection guidelines are followed. They do not need to be registered in an adult leadership role.)
2. Have completed the basic training courses for their Scouting position.
3. Be capable of functioning safely in an outdoor environment. All participants are required to successfully complete the Annual Health and Medical Record form (available at www.scouting.org).

Note: Individuals who have attended Wood Badge in the past (either Cub Scout Trainers' Wood Badge or Boy Scout Leader Wood Badge) may attend Wood Badge for the 21st Century provided that: (1) They agree to write and work a Wood Badge for the 21st Century ticket; and (2) they agree not to wear Wood Badge beads until they have satisfactorily completed their Wood Badge for the 21st Century ticket.

Course Planning: Administrative Issues

The success of a Wood Badge course is directly related to the effectiveness of the planning for that course. It is imperative that every stage of a Wood Badge course be planned with care.

The first four issues to address in planning a Wood Badge course are

1. Obtaining approval to hold a course.
2. Selecting a course director.
3. Determining course dates.
4. Identifying the course location.

Suggested Region/Area/ Council Staff Structure

Position Description: Regional Wood Badge Coordinator

1. Plans and conducts an annual training conference for the region's Wood Badge course directors, their backups, and advisers.
2. Collaborates with the designated regional professional to invite councils to submit a Request for Authorization to Conduct Wood Badge Course.
3. Assists the designated regional professional in evaluating potential course directors.
4. When requested, assists the designated regional professional in canceling a course or waiving published requirements for conducting a course.
5. Participates on the national Wood Badge Task Force; submits recommendations on course content and organization.
6. Reviews the region's Course Director's Closeout Reports and sends a letter to acknowledge receipt of the report, thank the course director for any comments or suggestions, and note any significant deviations from the staff guide.
7. Presents periodic summary reports to the region's Program Committee.

Position Description: Area Wood Badge Coordinator

The area Wood Badge coordinator is appointed annually by the area director in consultation with the associate regional director of program and the regional

Wood Badge coordinator. The term is not to exceed a period of three to five years.

1. Works with the area director to prepare, maintain, and promote three- to five-year projections for courses in the area.
2. Encourages, promotes, and assists in scheduling cooperation among councils in support of cluster courses.
3. Encourages staff selection from additional councils to ensure staff development and course director requirements.
4. Participates in area leadership conferences.
5. Evaluates Requests for Authorization to Conduct a Wood Badge Course and make recommendations to the area director.
6. Evaluates, recommends, and assists with approval of course director(s) with area director.
7. Visits (if invited) staff development meetings for area courses.
8. Supports the council in recruiting staff and participants from neighboring councils.
9. Performs service as a commissioner to Wood Badge courses—visiting, counseling, supporting, troubleshooting, etc. This should primarily be a service with the course adviser or course director.
10. Provides evaluations of course operations to area director, associate regional director of program, and region Wood Badge coordinator.
11. Reviews Course Director's Closeout Reports. Makes recommendations to area director, associate regional director of program, and region Wood Badge coordinator on follow-up actions if required.
12. Meets annually with region Wood Badge coordinator and staff adviser to discuss Wood Badge issues and promote an interchange of ideas and best methods.

Position Description: Council Wood Badge Coordinator

A council Wood Badge coordinator should be a registered Scouter who has previously served as a Wood Badge course director and who continues to be active with district and/or council training courses. This person should have a desire to maintain the integrity of the current Wood Badge syllabus and administrative guide, and should be prepared to offer feedback to the regional Wood Badge coordinator and the associate director of the national Boy Scout Division.

The council Wood Badge coordinator is appointed annually by the council training chairman and council vice president for program, with the approval of the council Scout executive. The appointment is communicated to the area Wood Badge coordinator.

1. Serves on the council training committee and reports to the council training chairman.

2. Evaluates council and district trainers for possible future service on Wood Badge staffs. Monitors the recommended staff prospect list and works through the area Wood Badge coordinator for further development, as appropriate, of council Scouters on neighboring Wood Badge courses.
3. Acts as the interface with the area Wood Badge coordinator, and coordinates with the council training committee and appropriate cluster councils regarding scheduling in-council and cluster-council courses. Ensures that appropriate paperwork is submitted according to the regional timeline.
4. Assists the course director with staff approvals through the Scout executive and to the region.
5. Supports the course director in staff recruitment as requested.
6. Assists with the promotion of the council course as well as cluster-council and/or other out-of-council courses.
7. Ensures, through the course director, that staff development needs are met. Monitors quality and scheduling of staff development sessions according to the *Administrative Guide*.
8. Observes the course in action and, if invited, attends the opening and/or closing luncheon. Ensures the quality of the course with particular attention to adherence to the Wood Badge syllabus and *Administrative Guide*.
9. Working with the appropriate council office staff personnel, maintains records of Wood Badge participation, staff service, beads awarded, and any other council Wood Badge historical records.

Approval to Hold a Course

The Wood Badge planning process begins with filing for permission to hold a course with the appropriate BSA regional office. A local council or the host council for a cluster course must submit a Request for Authorization to Conduct a Wood Badge Course by June 30 of the year prior to the year in which the course is to be conducted. This form is prepared by the council Wood Badge coordinator or council training chair for approval and signature by the council Scout executive. The request must identify a candidate course director, the dates the course will be held, and the course location. (A copy of this form can be found in the appendix and on the Wood Badge DVD.)

Selection of Course Director

To serve as a Wood Badge course director, a Scouter must have the following qualifications.

- Must be a registered member of the Boy Scouts of America and a strong supporter of the local council.
- Must be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing a Wood Badge for the 21st Century course in a positive manner.
- Must be a role model who is well-respected by volunteers and professionals, and must know and exemplify the Cub Scout Promise, Law of the Pack, Scout Oath, Scout Law, Varsity Scout Pledge, and Venturing Code.
- Must have completed a Wood Badge for the 21st Century course and received the Wood Badge beads.*

*Individuals who served on the staff of a Wood Badge for the 21st Century course in a required staff position during the period between July 1, 2001, and December 31, 2006, are exempt from the above qualification.

- Must have extensive experience in several Scouting programs as either a volunteer Scouter or a BSA professional.
- Must have served on the staff of a Wood Badge for the 21st Century course as a troop guide as well as in at least one additional required Wood Badge staff position or in an adult NYLT staff position. (See “Staff Positions.”)
- Successful completion of the Annual Health and Medical Record (found at www.scouting.org).
- Must be able to demonstrate the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of an assigned position.
- Must be approved by local council Scout executive, along with the council training chairman and/or Wood Badge chairman, for a specific Wood Badge course.
- In the case of a cluster course, must be approved by the host council Scout executive.
- Must be approved by the area director, area Wood Badge coordinator, and the region office.
- Must attend an Area or Regional Wood Badge Course Director Conference.
- Finally, must sign and agree to strictly follow the Course Director’s Pledge. (A copy can be found in the appendix.)

Note: Individuals who attended Wood Badge in the past (including prior course directors), and who subsequently attend Wood Badge for the 21st Century and complete their Wood Badge for the 21st Century ticket may eventually serve as Wood Badge for the 21st Century course directors when they meet all of the qualifications above.

Course Director Appointment Is for One Specific Course

If the Wood Badge course for which an individual is appointed course director is not conducted, the appointment will lapse.

Future Service of Course Directors

- The term of service of a course director shall not be complete until the final follow-up report is submitted to the region (after 18 months of monitoring the progress of course participants with respect to completion of their Wood Badge tickets).
- A Wood Badge course director may serve on the staff of a subsequent Wood Badge course in either a required or optional support staff position (including mentor to the course director) only after their initial term of service is complete and their final follow-up report has been submitted.
- An individual may serve only one time as a course director for Wood Badge for the 21st Century. No exceptions!

Note: In councils with sufficient resources and people who are qualified to be a course directors or potential staff members, serving many times as a staff member denies others the opportunity to serve. A course director should be developing the future leadership on the staff as it is developed and as the course is run.

Course Dates

The next planning step is to decide whether this course is to be held in two three-day sessions (usually involving two nonsequential weekends) or over six consecutive days, and to select specific dates. Among the calendar options to consider are starting dates and combinations of course dates that will allow the course to avoid conflicts with the religious observances of any course participants or staff. The course does not need to begin on the same day during nonsequential weekends. For example, the first weekend might include a Friday, Saturday, and Sunday, whereas the second weekend might include a Saturday, Sunday, and Monday.

Wood Badge shall only be presented according to the schedules prescribed in the syllabus (either two three-day sessions or one six-day session). No exceptions!

Course Location

Selecting an appropriate location for a course and securing reservations to use it are critical matters in the early planning of a Wood Badge course. A single site may suffice for all course activities. On the other hand, a course director may find it better to move the course on the fourth through sixth days to an area more conducive to camping. The site or combination of sites selected for a Wood Badge course should provide the following:

- A troop meeting hall or shelter to hold troop meetings and presentations of leadership skills
- A Gilwell Field area large enough to accommodate the assembly of the staff and participants (not to exceed eight patrols)
- An area for evening programs (Accommodations for a campfire are ideal, although an actual fire is not essential.)
- An area for an interfaith worship service
- Quartermaster supply area
- Meeting areas for individual patrols
- Facilities for cooking and serving troop meals during the first three days of a course
- For the first three days, sleeping accommodations for the entire troop (Sleeping accommodations may be in the form of tent cities, with tents supplied by the course or by participants, or may be in a dormitory setting or in cabin-type housing.)
- For the second three days of a course, a camping area appropriate for the troop outdoor experience (The site must feature patrol campsites, a staff campsite, a model Leave No Trace campsite, an area for patrols to present their exhibits, Gilwell Field, an area for a participant-led campfire program, and a troop learning area.)

Council Responsibilities for Planning and Conducting a Wood Badge Course

At least 30 days before the start of the course, there must be a minimum of 30 participants who have paid their course fee in full.

A Wood Badge course may be supported either by a single council or by a cluster of councils. A cluster must designate a host council from among its number. To meet the standards and specifications required for Wood Badge, each course must have the complete support of the council Scout executive, host council training chair, and host council training committee. Their responsibilities include the following:

- Recruit and select the Wood Badge course director. Following the guidelines established in this guide, join with the course director to select staff members for the course.
- Provide a BSA professional to serve as the staff adviser to the Wood Badge course.
- Promote the Wood Badge course by developing promotional and marketing materials and coordinating promotional efforts with other councils involved in a cluster course. (See “Course Promotion” in this guide.)
- Supply a site that fulfills the requirements for an appropriate Wood Badge course location.
- Communicate policies and coordinate with the course director regarding physical facilities, use of BSA property, and any other facility issues including matters of health and safety or particular property concerns. (Council camps should be available to other users while Wood Badge courses are being conducted, although some areas and facilities of a camp may be reserved exclusively for Wood Badge use.)
- Through the BSA professional serving as staff adviser, offer direction to the Wood Badge course director on budget preparation; fiscal responsibilities; council policies on financial accounting; and procedures for purchases, cash management, and reporting.
- Consult with the Wood Badge course director to establish the cost of the course and the fee to be assessed each participant.
- Arrange for illness and accident insurance coverage. (As part of the budget-building process, the staff adviser will explain council policies on insurance coverage and guide the course director in assuring compliance with these and all other BSA insurance policies.)
- Provide food, equipment, and other provisions and gear (including trading post stock) as agreed upon during planning sessions with the Wood Badge course director.
- Establish procedures to receive, store, and secure council training materials and equipment that will be used during the Wood Badge course.
- See that arrangements will be made for Wood Badge staff and participants to fulfill religious obligations while attending the course. (For guidelines, refer to the religious principles of the BSA as described in Article IX of the *Bylaws of the Boy Scouts of America*, No. 57-491.)

- Assist the Wood Badge course director in the final accounting of course finances and in preparing and submitting all required reports to the local council, the regional service center, and the National Council.
- Support the Wood Badge course director in staff development efforts and communications with participants.
- Arrange to have an adequate supply of Wood Badge recognition items available at the council service center for presentation to staff members at the beginning of the course and for participants upon completion of their Wood Badge tickets (Wood Badge beads, certificates, woggles, and neckerchiefs).

Cluster Courses

A Wood Badge cluster is a group of neighboring councils working together to conduct a Wood Badge course.

Advantages of a Wood Badge Cluster Course

- Increases the pool of potential course participants, thus reducing the possibility that a course will be canceled because of lack of attendance.
- Provides more frequent opportunities for Scouters to attend Wood Badge training.
- Expands the geographical area from which to recruit a quality staff.
- Enhances the ability of councils to develop Wood Badge staff members and future course directors.
- Reduces costs to councils by encouraging the sharing of equipment, facilities, and other resources.

Obligations of Participating Councils Conducting a Cluster Course

The host council:

- Submits the application for the course.
- Provides a BSA professional to serve as staff adviser.
- Accepts financial responsibility for the course.
- Recruits staff members from all councils in the cluster.
- Provides beads, certificates, woggles, and neckerchiefs for all course participants. (Funding can be drawn from the course budget.)
- Submits to other councils the recommendations of staff and participants who complete the course and can be considered for staff positions in future Wood Badge courses.

Other participating councils in the cluster:

- Promote the course to all eligible Scouters.
- Provide the host council with a list of potential staff members.
- Will, at the request of the host council, provide a course director and/or a staff adviser for the Wood Badge course.

- Assist in providing the course with necessary equipment and supplies.
- Ensure that course participants from each council are assigned qualified ticket counselors.

**Wood Badge
Is Inclusive,
Not Exclusive**

Wood Badge courses are inclusive with respect to participants. No restriction with respect to cultural background, religious affiliation, program affiliation or professional status may be imposed with respect to attendance at a particular Wood Badge course.

The foregoing requirement should not be interpreted to restrict the availability of courses that provide for the religious needs of a particular faith, but requires that such a course not be limited to participants of a particular faith.

Course Planning: Staff Recruiting

Upon receiving approval from the region office to hold a Wood Badge course, the local council or host council may select an optional mentor to the course director (if required by Scout executive and council training chairman) and a professional staff adviser.

Mentor to the Course Director

As a mentor, this optional support staff member is a primary resource to guide and advise the course director. The mentor to the course director may or may not assume an active role as a required staff member. The mentor to the course director should not be considered the backup to the course director. In selecting an appropriate individual, experience with the Wood Badge for the 21st Century course is an asset.

Professional Staff Adviser

If the professional Scouter serving as professional staff adviser has completed Wood Badge, participates in the operation of the course, and will be on-site for most of the course, that person is qualified for full staff recognition. Ideally, the professional staff adviser will facilitate one or more of the staff guide presentations.

The professional adviser may assume other course responsibilities, including, in the case of a cluster course, the responsibility of “host council representative.”

Note: It is recommended that the professional staff adviser attend an Area or Regional Course Directors’ Conference prior to first serving, and every other year thereafter to remain current with respect to the details of Wood Badge administration.

Job Description: Professional Staff Adviser

The professional staff adviser is appointed by the council Scout executive to work with the Wood Badge course director and staff members to ensure a successful course. Duties include:

- Keeping the Scout executive apprised of course developments and encourages appropriate participation in course activities.
- Coordinating course dates with council calendars. Works with council and area Wood Badge coordinators to incorporate regional objectives and to support cluster courses.

- Providing reports from previous courses and assists the course director in establishing budgets and fee schedules within the guidelines of the Local Council Accounting Manual and all council budgeting procedures and policies.
- Encouraging the training committee and Scout executive to consider and approve staff recommendations in a timely manner.
- By invitation from the course director, serving as a staff member of the course. As a staff member, participates in all staff development sessions and in all sessions of the course. During the course, serves as the assistant Scoutmaster for support/physical arrangements and supervises the quartermaster and scribe.
- Developing a list of adult leaders eligible to participate in a Wood Badge course. Supports the training committee, Wood Badge course director, and staff in preparing a promotion plan for the course, including articles for council newsletters and other council communications.
- Coordinating communications, promotion, and registration with other council staff members and with the staffs of any other participating and/or neighboring councils.
- Assuring that notices, correspondence, mailings, and other support are dealt with in a coordinated fashion by the council service center.
- Assisting in reserving council facilities and properties for staff meetings, course setup, and the course itself.
- Establishing and overseeing the Wood Badge registration process conducted by the council service center.
- Seeing to it that the Wood Badge course finances are properly documented through the council accounting system. Collects and delivers appropriate fees and funds. Issues field receipts. Provides the course director with monthly accounting reports from the bookkeeper. Prepares check requests and/or approves bills for payment. Processes cash advance requests and receives reports on advances and other expenditures.
- Guiding the course director in satisfying council requirements for acquiring accident and sickness insurance.
- Processing orders to the national Supply Group, Bin Resources, and Audio-visual Service for course materials, recognition items, and uniforming needs.
- Reserving and securing council materials and equipment.
- Working with the Wood Badge course director to monitor registration and ensure that the course reaches its requirement for minimum number of participants. If registration falls short, contacts the associate regional director of program to discuss the possibility of requesting a waiver.
- Assisting the Wood Badge course director with course reports.
- Maintaining the council file of all course materials that will ease the process of planning future courses.

- Ensuring that the training records of participants are updated and maintained in appropriate council offices.
- Ensuring that all required reports are completed by the course director in a timely manner and forwarded to the region office as required.

Staff Positions

There are both required and optional support staff positions. They are as follows.

Required Staff Positions

- Course Director
- Assistant Scoutmaster—Program
- Assistant Scoutmaster—Support/Physical Arrangements
- Assistant Scoutmaster—Troop Guides
- Senior Patrol Leader
- Troop Scribe
- Troop Quartermaster
- Troop Guides (one per patrol)

Optional Support Staff Positions

- Mentor to the Course Director (only appointed if required by Scout executive and council training chairman)
- Assistant Senior Patrol Leader
- Assistant Troop Scribe
- Assistant Quartermaster(s)
- Instructor(s)

Staff Assignment

An individual may serve in only one required staff position during a Wood Badge course, and required staff positions may not be shared among two or more staff members.

Staff Recognition

Individuals serving in optional support staff positions should receive Wood Badge staff recognition (assistant course director certificate and third bead) only if they complete staff development, are present during the entire course and complete their assignment.

Recommended Staff Size

The number of staff positions will vary depending upon the number of participants. Whereas a large course of more than 50 may be well served by additional assistant Scoutmasters, an assistant senior patrol leader, and assistant quartermasters—a small course of only 30 should significantly reduce the number of both required and optional support staff members. When staff reductions are necessary, those staff members who have fulfilled their recruiting commitments should be retained whenever possible. The area Wood Badge coordinator may provide specific recommendations with respect to the ratio of participants to staff members.

“Staff creep” should be discouraged. Oversized staffs send the wrong message—it is not about “being on staff.” Keep the focus on the participants’ learning experience.

Notes:

1. *Religious coordinator.* In addition to other duties, one member of the staff should be selected to serve as the religious coordinator for a Wood Badge course. The religious coordinator will have the responsibility of organizing and facilitating the instructional interfaith worship service and will serve as a resource for the patrols’ chaplain aides as they prepare the participants’ Scout interfaith worship service. The religious coordinator will also assist the patrols’ chaplain aides in meeting the religious needs of the patrols and the troop. (The title of “chaplain” should be reserved for ordained or church-appointed clergy.)
2. *Medical resource person.* A properly qualified staff member should be appointed to serve as a medical resource person. This staff member will be responsible for reviewing personal health and medical record forms, maintaining a first-aid area with a full first-aid kit and logbook, and serving as the primary respondent to any first-aid needs. (For further information on minimum requirements that must be met by the staff member holding this position, see *Guide to Safe Scouting*, No. 34416.)
3. *Adviser to youth involvement.* This role may be assumed by an assistant senior patrol leader, an assistant Scoutmaster, or a Scouting professional. This staff member is responsible for identifying and recruiting youth to assist with appropriate portions of the program, providing course dates and clothing guidelines to youth participants, developing a plan for youth to manage their meals during the course, and ensuring that the course adheres to the BSA’s Youth Protection policies.

Staff Qualifications

To serve on a Wood Badge staff, a Scouter must

- Be a registered member of the Boy Scouts of America and a strong supporter of the local council.
- Have completed a Wood Badge for the 21st Century course and received the Wood Badge beads.*

*Individuals who served on the staff of a Wood Badge for the 21st Century course in a required staff position during the period between July 1, 2001, and December 31, 2006, are exempt from this qualification.

- Be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing the course in a positive manner.
- Be a role model who is well-respected by volunteers and professionals.
- Exemplify the Cub Scout Promise, the Law of the Pack, the Scout Oath, the Scout Law, the Varsity Scout Pledge, and the Venturing Code.
- Be approved by the Scout executive and council leadership training committee of the Scouter's home council and by the regional office.
- Demonstrate the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of an assigned position.
- Have participated in a Trainer Development Conference within three years of the appointment.
- Complete the Annual Health and Medical Record (found at www.scouting.org).

Councils are strengthened when their volunteers serve as Wood Badge staff. The leadership and team-building skills they perfect at Wood Badge will be utilized in many areas of Scouting. The more individuals in a council who have Wood Badge staff experience, the stronger the council will become.

Staff Recruiting

By design, the staff of a Wood Badge course is diverse. It is made up of volunteers representing Cub Scouting, Boy Scouting, Varsity Scouting, and Venturing as well as people whose Scouting involvement is at the district and council levels. To the greatest extent possible, the staff should also represent the cultural diversity of the communities the council seeks to serve.

Staff members are selected by the course director in collaboration with the council training committee and are approved by the council Scout executive. Regional input in this process serves to ensure a diverse and balanced staff. Among the general criteria to be used are these:

- A desirable ratio and goal is two-thirds experienced staff members to one-third new staff members.
- From one course to the next, careful consideration should be given to rotating Scouters serving as staff members in order to allow for growth and experience among as many potential Wood Badge staff members as possible.
- NYLT staff members make excellent Wood Badge staff members and should be considered.

Potential staff members must be submitted to the region office (some regions also require approval of area coordinators) at approximately 210 days prior to the beginning of a Wood Badge course, and before staff members are recruited. The list should reflect the diversity of your community and Scouting programs. The diversity reflected in the list of potential staff members must be maintained when staff selection is finalized.

- Care should be taken to discourage Wood Badge staffs from becoming cliques or from acting as decision-making bodies within councils. The fact that a person has four beads, three beads, or two beads is recognition only of accomplishments in Wood Badge training, not in the organizational structure of a district or a council. The staff selection process is a useful tool for breaking up

groups of Scouters who have become overly focused on Wood Badge, to the detriment of their other Scouting responsibilities.

- Significant consideration should be given to an individual's skill as a trainer and facilitator, more so than his or her base of Scouting experience.

Note: To the greatest extent possible, the staff should also represent the cultural diversity of the communities from which the participants are drawn.

Contacting Potential Staff Members

Three steps must be completed *before contacting any potential staff member*:

1. The course director must complete the staff roster form as described in the "Schedule of Course Reports and Transmittals" section of this guide. This roster will reflect a potential staff roster developed with the advice and consent of the council training chair/committee.
2. To ensure that a staff candidate is qualified and will be available, the Scouter must be approved by his or her local council Scout executive.
3. To ensure diversity and balance, the staff roster must be reviewed and approved by the BSA regional office.

Upon completion of these steps, and having received approval, the course director shall extend an invitation to each potential staff member. Ideally, the course director can also include specific assignments for required and optional support staff positions. This will allow the quartermaster and assistant Scoutmasters to begin planning and organizing their areas of responsibilities.

Staff Position Descriptions

Position Description: Course Director

1. Serves during the Wood Badge course as Scoutmaster of Gilwell Troop 1. The course director needs to have a complete understanding of the role of the Scoutmaster as presented in the *Scoutmaster Handbook*, No. 33009C, though this does not mean that the course director needs to have previous involvement in the Boy Scout program.
2. Upon staff members' approval by the Scout executive and council leadership training committee and by the regional office, makes staff assignments that take into consideration the leadership skills and developmental potential of each staff member.
3. Ensures that the curriculum for Wood Badge for the 21st Century is followed *without additions or deletions to either content or activities*. (Local logistical needs may require minor schedule changes.)
4. Understands that the way in which a course is conducted is a direct reflection of the course director's knowledge, skills, and attitude toward Scouting and its purpose.
5. Holds each staff member accountable for adhering to the highest standards of Scouting as staff members embrace the values and mission of the Boy Scouts of America and bring them to life for Wood Badge course participants.

6. Takes all necessary steps to meet the course objectives. The course director has the authority to dismiss any staff member when that action is in the best interest of Scouting, the Wood Badge course, and/or that member. Dismissals should only be exercised after consultation with the staff adviser and/or council Scout executive.
7. Accepts a threefold mission for growth and development:
 - a. To develop oneself through mastering the course content, leadership styles, and team development, and to understand how they interrelate
 - b. To train staff members and establish opportunities for growth
 - c. To train participants according to the course curriculum
8. Recognizes that a four-stage process of team development is a foundation piece of the Wood Badge staff guide, and encourages patrols to progress through those stages. The course director ensures that staff members also encourage this progression and match their own leadership styles to particular team-development phases of each patrol.
9. Monitors course presentations and stands ready to redirect sessions that drift from the staff guide (syllabus). The course director should be prepared for the rare occasion when it is necessary to assign an alternate facilitator or step in and conduct any one of the course sessions.
10. Provides appropriate counsel to staff and participants.
11. On questions of policy and procedure not spelled out in this guide or other Wood Badge or Scouting literature, makes a decision in consultation with the professional adviser, the council Scout executive, and/or the regional program director.
12. Conducts meetings, evaluates the progress of each day of a course, coordinates interrelationships of leadership principles, and makes staff assignments.
13. Conducts a conference midway through a Wood Badge course with each staff member to assess performance, offer assurance, and search out ways to improve performance.
14. Serves as a viable role model by sharing leadership responsibilities and resources and by employing the leadership and team-building philosophies being presented by session facilitators.
15. Ensures that participants have fun and that the program is infused with the joy and fellowship of Scouting.
16. Employs the guidelines in *Guide to Safe Scouting*, No. 34416, and the *Insignia Guide*, No. 33066, and ensures that all information disseminated during the course is consistent with official BSA material.
17. Is responsible to the host council for administering all parts of the course including the budget, expenditures, adhering to council policies and procedures, and submitting a closeout report on the course within 30 days of completion. (Failure to do so may result in the region office rejecting future applications from the host council to conduct a Wood Badge course.)

18. Determines the size of the staff, reducing the number of staff members if course enrollment drops below the original estimates upon which staff needs were based.
19. Cancels the course and notifies all potential staff and participants if, 30 days before the course, registration has not reached the minimum of 30 participants (or a lesser number, if approved by the region). If the course is canceled, the participants' fees will be returned.
20. Monitors the progress of all participants with respect to completion of their Wood Badge tickets and submits a final ticket report to the region within 19 months.

Position Description: Assistant Scoutmaster for Program

1. Assigns responsibilities for presentations.
2. Sees to it that all program materials are made available.
3. Takes responsibility for program elements of each troop meeting.
4. Works with the scribe on all program materials and presentations.
5. Coordinates the efforts of the program patrol for each day of the course to ensure that its members carry out their responsibilities.
6. Serves as the Cubmaster on Day One of the course.

Position Description: Assistant Scoutmaster for Support/Physical Arrangements

1. Makes all arrangements for facilities to be used during the course.
2. Oversees preparation of patrol meeting sites, the troop meeting area, sleeping areas, campsites, and all other physical facilities of the course.
3. Determines the site and layout of the area to be used for the outdoor experience portion of the course, and charts the route that participants will use to reach that site.
4. Sees that the campfire area and ceremonial sites are set.
5. Assumes responsibility during the course for issues involving health and safety.
6. Accepts responsibility for first aid during the course. This includes recruiting a person with appropriate medical qualifications, establishing a properly equipped first-aid facility, and establishing a plan to respond to medical emergencies and to transport injured or ill staff or participants to the proper medical facilities.
7. Advises the service patrol for each day in carrying out its assigned tasks.
8. Inspects the facilities to ensure the course will be run in the safest possible environment, and takes corrective action as necessary.
9. Ensures that food is stored in the proper manner.

Position Description: Assistant Scoutmaster for Troop Guides

1. Coaches and counsels the troop guides. The assistant Scoutmaster for troop guides must have a full understanding of course concepts and content.
2. Oversees, during staff development, the progress of the troop guides to ensure their progress through, and understanding of, the team development model. Sees to it that the troop guides are prepared to incorporate the team development model in their presentations, in the staff exhibit, and in other areas where they may influence participants.
3. Serves as the backup for the troop guides.
4. Works with other staff members in assigning troop guides to particular patrols.
5. In courses operating on the two-weekend format (3 × 2 format), encourages troop guides to attend interim patrol meetings to which they are invited.
6. Attends all meetings of the patrol leaders' council.
7. Summarizes for the troop guides the activities of any patrol leaders' council meetings the troop guides did not attend.
8. Reviews with each troop guide the progress of the patrol to which that guide has been assigned.
9. Serves as a resource for troop guides as they assist participants in formulating their Wood Badge tickets.

Position Description: Senior Patrol Leader

1. Functions as senior patrol leader of the Wood Badge troop. Has a thorough understanding of the contents of the *Senior Patrol Leader Handbook*, No. 32501A, and the *Scoutmaster Handbook*, No. 33009C. This does not mean that the senior patrol leader needs to have previous involvement with the Boy Scout program.
2. Knows and practices all appropriate leadership styles.
3. Serves as the link between the Wood Badge staff and the patrols.
4. By personal example and by efficient troop operation, brings the values of Scouting home to the staff and participants.
5. Keeps the course director informed of the progress of patrols and participants.
6. Works with the staff during the course to correct any problems.
7. At every opportunity, emphasizes the leadership styles that staff members use to match each patrol's stages of development.
8. Conducts meetings of the patrol leaders' council.
9. Works with the troop guides through the assistant Scoutmaster for troop guides.
10. Sets the expectations for development and delivery of the patrol exhibit.
11. May work with an assistant senior patrol leader (optional).

Position Description: Scribe

1. Works with the assistant Scoutmaster for program.
2. Functions as a scribe would in any Boy Scout troop.
3. Uses computer resources for publishing presentation materials, daily editions of *The Gilwell Gazette*, and other training and recognition materials required during the course.
4. Is responsible for correspondence, including e-mail, to staff and participants.

Position Description: Quartermaster

1. Works directly with the assistant Scoutmaster for support/physical arrangements.
2. Understands the content of the course and applies leadership styles appropriate to the developmental stages of the patrols.
3. At the invitation of the course director, assists in preparing the course budget, maintaining financial records, and providing timely reports on the course's income and expenditures.
4. Orders all food, materials, and supplies for the course. Takes responsibility for seeing that everything is available for the course.
5. Recruits support staff to prepare meals and clean up. Oversees their work.

Position Description: Instructor

An instructor may or may not be a full-time staff member. Instructors are selected for particular teaching skills. They may have either a leading or a supporting role in facilitating particular course presentations or activities.

Position Description: Troop Guide

1. Understands the stages of team development and applies appropriate leadership styles.
2. Provides backup for facilitators of course presentations. In an assigned patrol, reinforces the learning of all skills.
3. By personal example, brings the values of Scouting home to staff and participants.
4. Serves as a mentor to a patrol.
5. Shares information about the patrol with the course director and senior patrol leader.
6. Facilitates assigned course sessions designed for patrol presentation.
7. Provides counseling only for members of his or her assigned patrol.
8. Serves as the primary reviewer of Wood Badge tickets drafted by members of that patrol.

9. Functions during the first three days of a course as a mentor of the patrol, lines up with the patrol at Gilwell Field assemblies, sits with the patrol at the first two troop meetings, and joins with patrol members in singing the Gilwell Song (in addition to singing the verse dedicated to staff).
10. Sits behind the appropriate patrol leader at the Day One patrol leaders' council meeting. At the Day Two meeting, sits in a group with the other troop guides. Does not attend subsequent meetings of the patrol leaders' council.
11. On Days One, Two, and Three, attends meetings of his or her assigned patrol. Stays for the entire meeting on Day One and ensures that the patrol leader passes along all pertinent information given out at the patrol leaders' council meeting. During the Day Two patrol meeting, attends only the first 15 to 20 minutes, guiding the patrol leader in sharing all pertinent information from the meeting of the patrol leaders' council. On Day Three, stops by the patrol meeting to greet participants and briefly visit, then departs.
12. During courses operating on the 3 × 2 format and at the invitation of patrol members, visits patrol meetings that occur during the interim between the three-day sections of the program.
13. Sits with the assigned patrol at mealtime according to this schedule:
 - Day One—All meals
 - Day Two—Breakfast and dinner
 - Day Three—LunchAt meals on Days Four, Five, and Six, troop guides are encouraged to get better acquainted with members of patrols other than their own.
14. At the campfire on Day Four, leaves Troop 1 and is inducted into a Venturing crew, then transitions from the role of troop guide to that of instructor. (At the same campfire, patrol members will transition from being a new-Scout patrol to being regular patrol and, symbolically, First Class Scouts. As a seasoned patrol, they will be allowed to camp without a troop guide. To symbolize this growth and new independence of the patrols, the former troop guides will no longer sit with their patrols at meals or presentation sessions, will not line up with the patrols at assemblies, etc.)
15. Monitors the progress that members of the patrol are making toward writing their Wood Badge tickets. (A completed ticket must be handed in by each patrol member and reviewed by the troop guide before the closing ceremony on the final day of the course.)
16. Encourages open communications between the staff and the participants by making the best effort to answer all questions asked by patrol members.
17. Ensures the patrol exhibit is the best the patrol can create and deliver.

BSA Policies and Guidelines

As with any other Boy Scouts of America activity, every Wood Badge course must operate in accordance with all policies, procedures, and guidelines of the BSA and the local host council. The staff must be thoroughly familiar with the following:

1. *Guide to Safe Scouting*, No. 34416
2. *Insignia Guide*, No. 33066 (*Note*: During a Wood Badge course, a staff member's uniform is to be in accordance with that individual's registered position, regardless of his or her position in the Wood Badge course.)
3. Host council policies and procedures for council camp use
4. Host council policies and procedures for budgeting and making payments

One Designated Kudu Horn Blower

In an effort to minimize the possible transmission of respiratory infections, only one person may blow the kudu horn at a Wood Badge course.

Budget Preparation

The course director is responsible for preparing a budget with the assistance of the professional adviser and other selected staff members. The budget must be approved by the host council Scout executive before any commitment of funds or expenditures for the course. Usually the quartermaster will have the responsibility for a large part of the budget and will be responsible to the course director for equipment and meal expenditures. The course scribe may also be involved in budget preparations and documentation. (*Note*: A budget work sheet is included in the appendix.)

Budget Goals of Wood Badge

A goal of Wood Badge for the 21st Century is to keep the cost to the participant as reasonable as possible. To this end, several general principles must be kept in mind when developing the course budget:

1. The course expenses must not exceed the course revenue.
2. The course staff members will be responsible for their own expenses. They should not pass on their expenses to course participants.
3. Items such as tote bags, shirts, hats, belt buckles, Scout staves, etc., should be optional costs that are not included as part of the basic participant fee. Cost guidelines for customized baseball-style caps can be found on page 27.

Budget Considerations

Before preparing a course budget, the course director should determine the local host council's policies and procedures relating to the following financial matters:

1. What is the council policy on liability insurance?
(Most councils charge \$1 per person per day to offset the cost of liability insurance. This fee is usually charged for staff development days, precourse staff preparation days, and the actual days of the course. All adult Scouters are covered by liability insurance as part of their registration fee.)
2. Does the council purchase a yearly policy covering accident and sickness of its youth and adult leaders during council events?
3. What fees, if any, will be assessed the Wood Badge course for the use of council camps or other facilities?
4. What is the council policy for a contingency reserve?
(The usual contingency reserve is 10 percent of the budget.)
5. Does the council require a specific budget form? Does it require the use of specific categories for revenues and expenditures?
6. How are orders to be placed? Specifically:
 - Is there a purchase order system?
 - Is a purchase order number required?
 - Who must approve the purchase order?
 - What is the council account number for this particular Wood Badge course?
7. How is the value of donated materials, goods, or services to be recorded in order to indicate them as revenue with the appropriate offsetting expenditure in accordance with the gifts-in-kind directive in the *Local Council Accounting Manual*?
8. Include in the budget all the items on the course equipment list found in the appendix.
9. Does your region charge a fee in addition to the \$400 national fee? If so, include it in the budget.
10. The appendix of this guide does not include a comprehensive list of office supplies, exhibit materials, camp supplies, etc. Course directors and staff must give considerable thought to the specific material needs of a course. In planning to meet those needs, answer the following questions:
 - a. Will patrols prepare their exhibits at the site of the course or at their homes?
 - b. Will the course provide patrols with the materials for their exhibits?
11. Several of the videos, songs, and teaching sessions involve intellectual properties. The Boy Scouts of America has secured the appropriate permissions to use the material. However, the fees have been passed on to the local councils.

Written authorization must be obtained before the course videos may be shown. The Application for Media Usage form in the appendix should be completed and sent to the national office 30 days prior to the course date. You will receive a permission form that must be on-site during the showings of the video.

12. Include in the budget the projected cost of mailings (postage, printing, photo copying, envelopes, etc.). The mailings include
 - a. Invitations
 - b. Acceptance of invitations
 - c. Notification of ticket counselors
 - d. Mailing of beads, woggles, neckerchiefs, and certificates (to be done upon completion of Wood Badge tickets)
 - e. Mailings to the staff
 - f. Miscellaneous other letters associated with the course

Budgeting for Meals

In budgeting for meals, the following must be considered:

- Beverages and snacks are usually provided during staff development sessions.
- If a staff development session includes an overnight stay, all meals will be provided.
- If staff members are required to be on-site before the program for camp setup, meals will be provided and will include breakfast on Day One of the course.
- All troop meals during the first three days of a course will be prepared and served by support personnel. In most councils these will be volunteers (campmasters, Order of the Arrow advisers, etc.) who are experienced in planning and preparing meals for large groups and who are qualified to use the council's kitchen facilities. Their involvement in planning and preparing meals may be the most cost-effective method of feeding course participants and staff.
- Cracker barrels are to be provided during the course.
- During the outdoor experience, each patrol will prepare its own meals in a camp setting. After the staff departure on Day Five, staff members will also prepare their own meals.
- In a course scheduled for two three-day blocks (the 3×2 format), each patrol will be given a budget for purchasing meal ingredients and will be instructed to stay within that budget for the second weekend, excluding the final meal. Patrol members are to plan their menus, purchase the food, transport it to the site of the outdoor experience, and prepare their own meals. Staff meals for Days Four and Five (except for the evening meal on Day Five) should be planned as additions to the patrol meals in order to encourage bonding, feedback, and network-building. This also provides opportunity for "ticket talks" in an expanded manner.
- In a course of six consecutive days (the 6×1 format), the troop quartermaster will provide each patrol with a standard ration of food for the outdoor experience. Patrol members will develop their menus, transport their food to the outdoor experience site, and prepare their own meals. Staff meals for Days Four and Five (except for the evening meal on Day Five) should be planned as additions to the patrol meals in order to encourage bonding, feedback, and network-building. This also provides opportunity for "ticket talks" in an expanded manner.

- On the second night of the outdoor experience, staff members will return to a base camp and have their own staff dinner.
- Day Six will feature a celebratory luncheon, usually prepared and served by the same Wood Badge course support personnel responsible for making meals available during the first three days of the course.

Course Revenue

After the total costs of the course have been determined, the fee can be finalized. Participant fees should cover all course expenses excluding the cost of optional items such as tote bags, shirts, belt buckles, Scout staves, course photos, etc., that can be offered to participants for purchase.

Note: Staff costs are not to be passed on to the participants. Staff members must pay their own way. The staff fee should include all costs directly associated with the staff (meals, daily charges for insurance, beads, certificates, staff guide, etc.).

In addition to fees, other sources of revenue may include

- Scholarships
- Donations or gifts in kind (must be approved in advance by the professional adviser)
- Trading post sales
- Sales of course paraphernalia
- Sales of course photos

In projecting potential revenue, estimate it as realistically as possible. Course directors should not overestimate profits expected from trading post sales, gifts in kind, or other variable sources.

Every Wood Badge course should be self-supporting. The course should not make a significant profit or incur a loss.

Course Promotion

Critical to the success of an upcoming Wood Badge course is letting people know about it. Much effort is required to get the information to potential participants and to generate their interest and enthusiasm. In today's world, everyone's schedule is tight, so course promotion must be aggressive and timely. Course dates should be announced as early as possible to allow for annual planning by potential participants. Of particular importance is announcing the dates before Scouting units prepare their annual calendars.

Ensure effective course promotion by following these steps:

1. Compile a list of potential participants. Generally, the chair of the training committee for each district in a council prepares a list of those Scouters who are qualified but have not yet attended a Wood Badge course. The council Scout executive, training chair, or Wood Badge coordinator will then send a letter of invitation to each person. (A sample letter of invitation can be found in the appendix.)
2. Assign each Wood Badge staff member a portion of the list so that every potential participant who has received a letter of invitation can also be personally contacted by telephone or in a face-to-face meeting.

3. Encourage staff members to consider other avenues for course promotion—roundtables, district and council meetings and events, bead presentations, training courses other than Wood Badge, etc. The greater the effort by the staff to promote the course through personal contacts, the higher the likelihood that a course will be fully attended.
4. Publish an article in the council’s monthly newspaper explaining Wood Badge and giving pertinent information about the course. Include dates, times, location, costs, and contact person.
5. Prepare a flier with pertinent course information and provide copies to Wood Badge staff and council training committees for distribution to potential course participants.
6. If resources are available, develop an Internet Web site as a recruiting tool.

At least 30 days before the start of a course, there must be a minimum of 30 registered participants who have paid their course fees in full.

Scouter Accessibility of Wood Badge

Councils should make every effort to support the participation of Scouters with disabilities by making the course and participation requirements flexible. For example, providing barrier-free campsites would help accommodate a participant with unique circumstances.

Participants and staff members need to be capable of functioning safely in an outdoor environment. Successful completion of the BSA class 3 physical is required for all participants.

Ultimately, the Wood Badge course is experience-based learning through group dynamics where participation in the patrol is necessary.

Scholarships

Scholarships can be an important part of the process of recruiting Wood Badge course participants. Scholarships may come from a variety of sources:

- Some unions and veterans’ organizations provide training scholarships for qualified members. Check the availability in your area. Applications for these grants often must be approved at the organization’s local level.
- Some local councils have scholarship funds or are aware of individuals interested in providing Wood Badge scholarships through the council. Check with the local council Scout executive for further information on the availability of scholarships in a council and the procedures that Wood Badge participants are expected to follow to apply for those grants.
- Many Scouting units provide scholarships for their adult leaders to attend a Wood Badge course.
- BSA regions sometimes have scholarship funds. Information can be requested from the regional service center.

Acceptance of Invitation

Upon accepting the invitation to attend a Wood Badge course, participants should receive a letter of acknowledgment and information from the course director. The information includes course dates, arrival times, departure times, Scouter uniform requirements, and a schedule for payment of fees. The letter should also include the following attachments:

1. Annual Health and Medical Record (see www.scouting.org)
2. Personal Equipment List (see appendix)
3. Map and directions to the course location
4. Personal Resource Questionnaire (see appendix)
5. Adult Leader Uniform Inspection sheet, No. 34284
6. Precourse Assignment (“Twenty Questions”), from staff guide (syllabus, also in appendix)

Uniforms

Before a Wood Badge course, all participants and staff will receive the standard uniform inspection sheets and will be expected to prepare uniforms that comply with the current BSA *Insignia Guide*, No. 33066.

Uniforms for Participants

1. During a Wood Badge course, participants wear their official Scouting uniforms (BSA Scout leader shirt, pants, belt, and socks), signifying their Scouting program.
2. The activity uniforms for Wood Badge courses consist of uniform pants (short or long) and a Scout T-shirt or knit shirt.
3. As the symbol of membership in Troop 1, participants will wear a Troop 1 neckerchief held in place with a participant’s woggle (prepared during the Day One troop meeting).
4. Official Scouting uniforms will be required for wear each morning of the course until lunch, and again in the evenings beginning with dinner. At other times, activity uniforms may be worn.
5. Jackets of any type are acceptable. Patches on red Scout jackets must comply with the BSA’s *Insignia Guide*, No. 33066.

Uniforms for Staff

1. During a Wood Badge course, staff members wear their official Scouting uniforms (BSA Scout leader shirt, pants, belt, and socks), signifying their Scouting program.
2. During Days One through Five, as the symbol of membership in Troop 1, staff members will wear a Troop 1 neckerchief held in place with a participants’ woggle (made during the Day One troop meeting) and Wood Badge beads. All staff members except the course director will wear three beads. The four beads worn by the course director signify the director’s role as Scoutmaster of Troop 1.
3. Wood Badge beads are worn only with the official uniform and not with the activity uniform.
4. It is recommended that Wood Badge Staff members not wear more than nine square knots on their uniforms.
5. On Day Six of the course, staff members will wear the official Wood Badge neckerchief, woggle, and beads.

Note: Participants and staff members are no longer required to remove patches (square knots) from their uniforms to participate in Wood Badge.

Custom Baseball-Style Caps

The course director and staff may elect to develop a custom baseball-style cap for participant and staff use during the course. If such a cap is developed, it must be provided to and worn by all participants and staff members. The cost associated with the custom hat must be included in the participant fee, and staff members must purchase the cap. If no custom baseball-style cap is provided, participants and staff members may wear any appropriate Scouting cap.

Identification Tags

Every participant will be given a preprinted identification tag (name tag) that includes that person's name and community, and either the name or the emblem of the appropriate Wood Badge patrol. The identification tag for a staff member will also include the name or a picture of the patch that indicates that person's staff position.

The identification tag may be worn on the right pocket of a Scouting uniform, clipped to the collar of a Scouting T-shirt or knit shirt, or secured to a cord worn around the participant's or staff member's neck.

Note: The troop scribe may want to include information on the back of each identification tag regarding who should be contacted in the event of an emergency.

Patrol Names and Sizes

All Wood Badge for the 21st Century courses utilize the traditional Wood Badge patrol names, which were selected from animals found in North America: Beaver, Bobwhite, Eagle, Fox, Owl, Bear, Buffalo, and Antelope. The order of patrol names may not be changed and other patrol names may not be substituted. Patrol names should not be skipped to accommodate fewer than eight patrols. For example, if only using five patrols, the patrol names should be Beaver, Bobwhite, Eagle, Fox, and Owl—in that order.

A full course would be eight patrols comprising six participants each, or 48 participants. Four-member patrols should never be utilized. If there is less than a full course, it is better to have five patrols of six than eight patrols of four. Experience shows that four-person patrols do not provide the right group dynamic around which the course revolves. The minimum course size is 30 participants.

If there are more than the recommended 48 participants, a course may be extended to a maximum of 64 *if* the camp facility can accommodate the size. However, no additional patrol names shall be used. If more than 48 participants are routinely available to attend Wood Badge annually, the council should consider scheduling two or more courses per year.

Staff Preparations

Staff Development The process of staff development involves a combination of group activities and individual study and preparation. Staff members who wish to be effective will devote as much time as necessary to getting ready to fulfill their responsibilities.

- Upon being selected to serve during a course, staff members should receive a copy of the Wood Badge for the 21st Century staff guide and administrative guide, and should be encouraged to read and become familiar with the material.
- To allow staff members plenty of time to prepare, they should be notified of specific course assignments and responsibilities as early as possible.
- Formal staff development shall consist of three days of meetings that begin not more than 90 days before the start of the course. One of these sessions may be extended to an overnight stay, adjourning no later than lunch the following day. The overnight experience can allow time for team building among staff members. Likewise, the development of the staff exhibit will help the staff progress as a group through the stages of team development. The course director and the assistant Scoutmaster for troop guides should monitor the progress of the staff and adjust their own leadership styles to match the stages of the staff's progress as a team.

An important goal of Wood Badge for the 21st Century is to reduce the time commitment required of staff members and to minimize the number of nights they must spend away from home.

The staff development meetings generally will include a time for the course director to make introductions, announce dates, give background on the course and its content, and relate any other information the director deems necessary. In addition, the course director will ask staff to meet in groups to accomplish the developmental tasks the course director deems appropriate. For example:

- Troop guides can plan and prepare their exhibits.
- Staff members can practice presentations and receive feedback from others on the staff.
- Staff can review the course schedule and practice the games, activities, and ceremonies.
- The quartermaster and assistant Scoutmaster for physical arrangements can coordinate their responsibilities.

- The assistant Scoutmaster for program and the senior patrol leader can review schedules, staff assignments, and the formation of patrols.
- Presentations can be offered to help all staff members understand the team development models that form a foundation of Wood Badge for the 21st Century courses.
- Review the “Communicating Well” video on the Wood Badge DVD.

Good communication is high on the list of skills a leader must have. The “Communicating Well” video used in staff development for the National Youth Leadership Training course also has value for Wood Badge staffs, so it has been included on the Wood Badge DVD. We suggest you present the video at the beginning of staff training.

Precourse Responsibilities

Each Wood Badge staff member has a number of preparatory responsibilities that must be completed no later than one week before the beginning of a course.

Assistant Scoutmaster for Program, Senior Patrol Leader, Scribe, and Troop Guides

1. Develop patrol rosters. After reviewing participant applications, draw up patrol rosters to make patrols as diverse as possible, representing various backgrounds, experience levels, and Scouting responsibilities.
2. Track application materials. Prepare a schedule for all those who have registered. Indicate receipt of medical forms, personal resource questionnaires, payments, etc.
3. Update printed materials.
 - a. Double-check all updates of course information (rosters, schedules, presentation materials, etc.).
 - b. Complete preparations for publishing *The Gilwell Gazette* each day during the course.
 - c. Prepare all course handouts, schedules for posting, etc.
 - d. Make name tags for staff and participants.

Note: Outdoor skill levels are a consideration in the patrol assignment process. Be sure to balance each patrol in skill levels.

Quartermaster

Manage the budget, food planning, and materials acquisition.

1. In fulfilling overall responsibilities for managing and tracking the course budget, make regular financial reports available to the course director.
2. Ensure that all arrangements have been made for food purchase, delivery, preparation, and cleanup.

3. Double-check and confirm equipment lists, including an accounting of all publications required for the course.
4. Gather patrol flags, flagpoles, emblems, badges of rank, and mechanisms for attaching emblems and badges to the flags.

Assistant Scoutmaster for Support/Physical Arrangements

Confirm and physically review camp arrangements for all phases of the course, including the following:

1. Troop meeting room
 - a. Scout posters displayed
 - b. Table and chairs for each patrol
 - c. Areas for staff and guests
 - d. Patrol name markers for the tables (Each day the patrols will rotate tables, making the change before the troop meeting.)
 - e. Electrical power
 - f. Projection screens
 - g. Flip charts
2. A meeting spot for each patrol
 - a. In the general area of the troop meeting room
 - b. Sheltered from the elements
 - c. With a table and seating to accommodate participants during meetings and patrol presentations
3. Gilwell Field
 - a. Flagpoles for the American flag, Troop 1 flag (Pack 1 flag at the beginning of Day One), and historical flag(s)
 - b. Markers indicating the assembly position for each patrol
4. Lodging for Days One, Two, and Three
 - a. Lodging assignments can be made as participants arrive on Day One. Participants need not share the same sites as other members of their patrols, because little activity time will be spent in lodging sites.
 - b. Check on tents, camping equipment, and other gear the course may supply to participants.
 - c. Ensure that participants have been informed of any tentage, camping equipment, or other gear they are expected to bring to the course.
 - d. Check on the lodging site set aside for staff.
 - e. Review all BSA guidelines for providing appropriate co-ed accommodations.

5. Lodging for Days Four, Five, and Six
 - a. Locate an area for the model Leave No Trace campsite. (Of course, the site must conform to Leave No Trace principles.)
 - b. Define the route to reach the Outdoor Experience area.
 - c. Designate campsites for each patrol, the staff, and the youth serving as a Venturing crew. Each patrol will require a cooking area and a tent area. At some courses, patrols also will present their exhibits at or near their patrol sites.
 - d. Determine troop areas for assemblies, campfire, and presentations.

Staff Involvement Immediately Before a Course

The course director must determine the amount of time staff will need, before participants arrive, to prepare the course area. Considerations may include the following:

- Setting up tents for participants and staff
- Preparing other parts of camp
- Laying out the orientation trail
- Arranging the troop meeting room
- Preparing Gilwell Field
- Completing work on the staff exhibit

Presentation of Staff Beads

The presentations of the three Wood Badge beads to new staff members, of the four beads to the course director, and of certificates to all staff are usually made on the evening before Day One of a course. A simple outdoor ceremony is appropriate. (A sample ceremony is included in the appendix.)

Staff Development Plan

A reproducible copy of the Staff Development Plan is provided in appendix B to enable you to best prepare your staff to conduct this Wood Badge course, and several staff development PowerPoint slide shows are available on the enclosed DVD/CD. Part of the focus of the guide is to make more efficient use of the volunteers' training time. Your Wood Badge staff should be very active in Scouting and not just the delivery of the Wood Badge course. Developing leadership skills through Scouting programs will strengthen the entire Scouting movement.

Conducting the Course

Maintaining Standards

The Wood Badge for the 21st Century curriculum has been designed to achieve specific results. **The staff guide (syllabus) and presentation guidelines must be followed without deviation.** To ensure that the highest standards of Wood Badge training are maintained, variations in course format or content can be made only with the written authorization of the Boy Scout Division training task force.

Gilwell Field Assemblies

Gilwell Field assemblies are to be short and focused. Details of each day's assembly can be found in the Wood Badge for the 21st Century staff guide.

Program and Service Patrols

There are two daily duty patrols—program and service. The assignment of these patrols will rotate each morning at the Gilwell Field assembly. Details of each day's assembly can be found in the Wood Badge for the 21st Century staff guide.

Religious Observances

During the planning stages of a course, staff members must give careful consideration to the religious obligations of course participants. This is particularly true for courses spanning some or all of a weekend.

At most Wood Badge courses, the assistant Scoutmaster in charge of the patrols' chaplain aides takes the lead in planning the instructional interfaith worship service that occurs on Day Three. He or she will also meet during a course with the patrols' chaplain aides to assist them in arranging for troop members to fulfill any additional religious obligations. He or she should be familiar with resource information included in the session description for the instructional service and should have access to religious reference materials published by the Boy Scouts of America.

Some faiths have firm requirements regarding the observance of the Sabbath. Consulting with the council's religious advisory committees can be helpful in assuring that provisions will be made for course participants to meet these requirements. If the religious requirements of an individual cannot be accommodated during a course, discuss this with the Scouter *before* the course so that a decision regarding attendance can be made.

Although the Boy Scouts of America is nonsectarian, it is not nonreligious. Religious instruction is the responsibility of the religious institution to which the member belongs. *With that in mind, participants should have a Wood Badge experience that emphasizes that they can be positive in their influence on youth without being sectarian.* By their spirit, their example, and the ways in which they present the Scouting program, Scouting leaders can do much to develop spiritual values.

Meals

The quartermaster is responsible for all meal planning. This includes preparation of the menus and shopping lists, and recruiting support staff to prepare the meals and see to cleanup chores. Care should be taken to plan menus that emphasize health and nutrition. For example, meals should include fresh fruits, vegetables, and other items that are low in fat. Breakfasts and lunches should be easy to prepare and easy to clean up. Dinners should be nutritious and hearty. Menus can be influenced by weather; cool days demand hot drinks, while courses offered during hot days require plenty of cool beverages. In addition, people often eat more in the outdoors than they normally would eat at home, a tendency that meal planners must take into account.

Note: Council summer camps often procure food in bulk from wholesale suppliers. Wood Badge courses may be able to take advantage of the same economy and perhaps even arrange for delivery of purchases to course locations.

- During the first three days, meals will be prepared and cleanup done by support staff. These individuals may be any qualified people the quartermaster chooses to recruit to perform these tasks. Usually there are some people in every council who can cook for large groups. Their help in planning menus may also prove valuable.
- In a course scheduled for two three-day blocks (3 × 2 format), during the second three-day block each patrol will be given a budget for purchasing meal ingredients and will be instructed to stay within that budget. Patrol members are to plan their menus, purchase the food, transport it to the site of the outdoor experience, and prepare their own meals.
- In a course of six consecutive days (6 × 1 format), the troop quartermaster will provide each patrol with a standard ration of food. Patrol members will develop their menus, transport their food to the outdoor experience site, and prepare their own meals.

During the outdoor experience, staff members will be guests of the patrols at lunch and dinner on Day Four and at breakfast and lunch on Day Five. The quartermaster will prepare a schedule indicating which staff members will dine with each patrol. (The staff will depart the site of the outdoor experience on the afternoon of Day Five, and that evening will enjoy its own staff dinner.)

The quartermaster should assign staff members to duty rosters for all meals the staff will prepare.

Cracker barrels should be planned with the same care as meals. Ideally, snacks will include healthy, low-fat options. Popcorn makes a fine addition to the experience of viewing the movie *October Sky*.

Staff and Participant Evaluations

The Wood Badge for the 21st Century program has a focus on teams and leadership. Each participant and staff member is required to accept a high level of personal responsibility and accountability to allow them to fully contribute.

During the first patrol leaders' council meeting, the troop is reminded of a portion of the Scout Oath—"On my honor I will do my best" This becomes that standard for each patrol leader and, ultimately, each participant during the course.

Each member of the troop, whether participant or staff, needs to evaluate his or her performance on the basis of "Did I do my best?" Leadership requires constant personal evaluation to encourage individual growth and improvement. Participants and staff need to be encouraged to practice self-evaluation before, during, and after the course.

There is no need for staff members to evaluate individual participants daily or at the end of the course; the focus of this course is self-assessment.

Participant Pocket Cards

On Day Six, each course participant will be issued a Wood Badge Training Experience card indicating his or her Wood Badge course number and ending date. The scribe will prepare the cards.

The Wood Badge Ticket Process

Assignment of Ticket Counselors

By Day Six of a Wood Badge course, all participants must have finished writing their tickets and had them reviewed and approved by the troop guide assigned to their patrol. The final ticket should be reproduced so that the participant can keep a copy and a copy can be forwarded to that participant's ticket counselor.

- As soon as possible, ticket counselors should be selected by each participant's council training committee chairperson and each course participant notified of the name, address, and phone number of his or her counselor. In most cases, the staff will become ticket counselors for the course, although large courses may require the recruitment of additional Wood Badge veterans. In any case, every ticket counselor must have a working knowledge of the staff guide (syllabus) for Wood Badge for the 21st Century or have been brought up-to-date during a special ticket counselor orientation session conducted by the course director.
- If a participant is from a council other than the council(s) hosting the course, the participant's home council training chairman or Wood Badge chairman should assign a local ticket counselor.
- Through the ticket counselors, the course director will follow the progress of the participants as they work their tickets. Before the end of a course, the course director and ticket counselors should agree upon the manner in which this monitoring will occur.
- The final closeout report, including a report on completed tickets, must be submitted to the region office no later than 19 months following the end of the course.

Ticket Counselor Duties and Responsibilities

Ticket counselors play a key role in encouraging participants to put into practice the lessons of a Wood Badge course. They serve as the primary contact between Wood Badge and the participants.

1. Within two weeks of agreeing to serve as ticket counselors, they contact their assigned participants by telephone or in person and arrange for initial meetings. Preparations for the meetings should include careful review of participants' tickets to understand the goals participants have established and the leadership skills they intend to apply in reaching their goals. During their first meeting, the ticket counselor and the participant should agree upon the way in which they will review progress on the ticket.
2. The ticket counselor meets with the participant whenever necessary over a period of up to 18 months.

3. The ticket counselor may accept an amendment to a ticket if a participant's Scouting responsibilities change or if, for some other reason, the original ticket goals are no longer appropriate. The participant should draft the amendment and submit it to the ticket counselor for review. The counselor must be satisfied that any amendments are consistent with Wood Badge ticket guidelines. (Even if one or several ticket items are changed, any ticket goals that have already been reached do not need to be redone.)
4. Ticket counselors must be satisfied that participants understand the leadership skills they are using as they work their tickets.
5. Ticket counselors periodically review each participant's progress with the course director.

Note: No minimum time requirement has been established with respect to completion of a Wood Badge ticket. However, many years of experience indicate that completion of a Wood Badge ticket should require at least 6 months of continuous effort. If a participant represents that they have completed their Wood Badge ticket in less than six months, the ticket counselor should work with the participant to ensure that minimum standards of performance have been maintained.

Note: There is not a pen pal program in the BSA at this time.

Ticket Completion and Presentation of Recognition

When a participant has fulfilled the goals of the ticket to the ticket counselor's satisfaction, the counselor sees to it that a Wood Badge Application for Training Recognition is completed and forwarded to the council for action. (In most cases, the application is sent to the council's training chair or the council's Wood Badge coordinator.)

Recognition items must not be customized or altered in any way, including the following.

- Neckerchiefs may not be embroidered to personalize.
- Beads must be of the standard size and may not be engraved.
- The overhand knot must be used in the necklace.
- Woggles must be made of leather.

Standard recognition items may be purchased through the national Supply Group or from Gilwell Park. A list of these items and their catalog numbers begins on page A-35.

The participant will also give the ticket counselor the name and contact information of the person from whom the participant prefers to receive the Wood Badge beads. It is also at the discretion of the participant to determine when and where the presentation will be made. The presenter should be a veteran of a Wood Badge course. The council will be responsible for distributing the beads, neckerchief, woggle, and certificate to the presenter, and may include a script for a presentation ceremony. (A sample presentation ceremony can be found in the appendix.)

Course Reports and Transmittals

Schedule of Course Reports and Transmittals

Schedule	Subject	National Office	Regional Service Center	Area Wood Badge Coordinator	Participating Council	Professional Adviser
June 30, year prior	Request for authorization to hold a course		X	X		X
-240 days	Course budget Camp use permits				X	X
-210 days	Staff Roster for Regional Approval		X	X		X
-210 days	Initial staff approval		X	X	X	X
-120 days	Application for medical insurance (if needed)				X	X
-90 to -45 days	Sign-up reports				X	X
-30 days	Application for media usage due to the director of Boy Scout training*	X				
-30 days	Sign-up report*		X	X	X	X
*Must have a minimum of 30 participants signed up and paid.						
CLOSEOUT REPORTS						
within 30 days	Course director's closeout report		X	X	X	X
within 30 days	Final course rosters (staff and participant)		X	X		X
within 30 days	Transmittal of Regional Fees (if required)		X	X		X
within 30 days	Future staff recommendations (participants and staff)			X	X	
within 30 days	Participants by Scouting Position	X	X	X	X	X
within 30 days	World Friendship Fund (money and report sent to International Division, BSA national office)	X			X	X
within 60 days	Financial report		X	X	X	X
ticket completion	Wood Badge Application for Training Recognition				X	X
19 months	Final ticket report		X	X	X	X

It is the course director's responsibility to see that all reports concerning a Wood Badge course are filed on time, according to the schedule of reports.

Request for Authorization to Conduct a Wood Badge Course

This form must be filed by June 30 of the year prior to the year in which the course is to be held. It must identify the council or cluster of councils that will host the course, the dates and location of the course, and the name of the course director. The host council Scout executive and council training chair must sign the request and forward it to the regional service center for region approval. (A copy of this request is in the appendix.)

Staff Roster for Regional Approval

A roster of proposed Wood Badge course staff members must be approved by the region *before* any staff nominees are contacted. This roster should be filed at least seven months before the course. In order for proper contingent planning, alternative choices for staff members should be included in this list. The heading of the roster should include the course number, council number, and the dates and location of the course. The body of the roster should be broken into these columns:

1. Name and staff duty (e.g., John Jones, quartermaster)
2. Home address with zip code
3. Home and business telephone numbers; e-mail address
4. Council name (If all nominees are from the same council, note instead the name of each person's district.)
5. Scouting position
6. Occupation
7. First-time staff (Checkmark those nominees for whom this will be their inaugural experience as staff members.)

Participant Roster

A roster of participants should be kept current. After patrol assignments have been made, participants can be grouped on the roster by patrol. The roster will have many uses before, during, and after a course and will prove invaluable to a course director completing sign-up reports, the final course roster, and the final closeout report. At the close of a course, staff and participants may be given copies of the roster to encourage them to maintain contact with one another.

The heading of the roster should include the course number, council number, and the dates and location of the course. The body of the roster should be broken into these columns:

1. Name
2. Certificate number (to be filled in at the completion of the course)
3. Home address with zip code
4. Home and business telephone numbers; e-mail address
5. Council name (If all nominees are from the same council, note instead the name of each person's district.)
6. Scouting position
7. Occupation
8. Date of ticket completion (to be filled in for the final closeout report)

Application for Media Usage

Councils need to secure written permission to show the course media clips. This permission needs to be applied for 30 days in advance of the course and is for a one-time viewing only. Councils will receive a letter of commercial use authorization for the date of the course and will need to obtain a copy of each media clip to use on-site.

Application for Medical Insurance

In councils that do not carry accident and sickness insurance for those involved with Wood Badge courses, the course director must see to it that coverage is acquired. The professional adviser of a course can provide the necessary guidance.

Course Director's Closeout Report

The course director must file a final course report within 30 days of the completion of the course. The report should be written to provide the national, regional or area, and council levels of Scouting with basic information about the staff and participants, and will also include the course director's comments and recommendations. (A form for this report is included in the appendix and on the Wood Badge DVD.)

In addition, the following materials are to be attached to the final course report:

1. Course staff roster
2. Course participant roster
3. Future staff recommendations (including information on current staff and promising participants)
4. Transmittal of Regional Fees form (if required)
5. Participants by Scouting Position form
6. Names and circumstances of uncertified participants (if any)
7. Course director comments and recommendations

Transmittal of Regional Fees

Regions charging a fee to a Wood Badge course may do so using the Transmittal of Regional Fees form. (A copy of the form is in the appendix and on the Wood Badge DVD.) Fees are due to the region within 30 days after the completion of the course.

World Friendship Fund Transmittal Form

Traditionally, a collection is taken up at the Scout interfaith worship service for the benefit of the World Friendship Fund. Monies from this collection are to be transmitted to the International Division of the BSA, accompanied by the World Friendship Fund Transmittal form. (A copy of the form is in the appendix and on the Wood Badge DVD.)

Participants by Scouting Position

This form will summarize the Scouting positions held by participants in a particular Wood Badge course. (A copy of the form is in the appendix and on the Wood Badge DVD.)

**Participant
Application
for Training
Recognition**

This form is to be used when a participant completes his or her ticket and is ready to be awarded the Wood Badge beads, neckerchief, woggle, and certificate of completion. The form is filed with the participant's council and, when appropriate, the council that hosted the participant's Wood Badge course. Upon receipt of the form, the council will deliver the recognition materials for presentation to the participant. (A copy of this form is in the appendix and on the Wood Badge DVD.)

Final Ticket Report

Filed as soon as possible after the ticket completion period (the 18 months following the conclusion of a Wood Badge course), the final closeout report consists of a participant roster completed with the date each participant fulfilled the ticket goals. The course director should include with the roster a brief transmittal letter.

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Course Director's Pledge

Recognizing Wood Badge training is a national program and that in accepting this nomination as course director of Course No. _____ I will be representing the National Council, Boy Scouts of America, I enter into the following covenant:

1. I will present the content and activities in the current staff guide (syllabus), *Wood Badge for the 21st Century*, No. 18-590, without additions, deletions, or shortcuts.
2. I will structure my staff as outlined in the *Administrative Guide*, focusing on diversity and training skills. Staff members will pay their own way.
3. The Wood Badge camping program is based on modeling a weekend camping experience using the principles of Leave No Trace. Extensive campsite improvements are thus not part of Wood Badge training, nor are extensive aquatic activities.
4. As set out in the *Administrative Guide*, I will file closeout reports to BSA regional and national offices within the specified time frames.
5. My course will be conducted in accordance with the aims and methods of the Boy Scouts of America. All staff members and participants will be informed that
 - a. Wood Badge is a positive learning experience. The guiding principles are the pledges, oaths, and laws of the various Scouting programs.
 - b. We will create a positive learning environment at Wood Badge and provide a setting where everyone should feel physically and emotionally secure. We will accomplish this in several ways:
 - We will set the example for others and ourselves by always behaving as Scouts should. To the best of our abilities we will live the Scout Oath and Law each moment of each day.
 - We will refuse to tolerate any kind of put-down, name-calling, or physical aggression.
 - We will communicate our acceptance of each participant and each other whenever possible through expressions of concern and by showing our appreciation.
 - We will create an environment based on learning and fun. We will seek the best from each participant and do our best to help each person achieve it.
6. I will maintain the integrity of the course content, including the staff guide, administrative guide, DVD, and all supporting materials. I will ensure that these materials are not copied, electronically published, or otherwise distributed without authorization.

Accepted by:

Course Director Nominee _____

Date _____

Host Council Scout Executive _____

Date _____

Request for Authorization to Conduct a Wood Badge Course



From: _____ Council, No. _____
 Headquarters city _____ Area _____

To: Regional Director— _____ Region, BSA

Kinds of course: Cluster (or) Local Council Weeklong (or) Two-weekend

In accordance with the _____ Region Wood Badge training procedures, authorization is requested to conduct a Wood Badge course as indicated above. The course will be conducted at: _____

on (dates) _____ Weeklong (or) _____ Weekend One _____ Weekend Two _____

Equipment and facilities will meet the high standards/expectations of Wood Badge. We will use the 21st century syllabus. The following name is submitted for approval as course Scoutmaster candidate:

Name _____ Home telephone _____ Council _____

Address _____ E-mail _____

City _____ State _____ Zip code _____

Previous staff experience:

Course No.	Assignment	Year	Location

Course No.	Assignment	Year	Location
Basic Leader Training			
Trainer Development Conference			
Other			

If cluster course: The following councils have been contacted and have agreed to provide participants and staff members:

Council _____, No. _____
 Council _____, No. _____
 Council _____, No. _____
 Council _____, No. _____

Host council approval: (signed) _____ Date _____
Host Council Training Chairman

E-mail _____

(signed) _____ Date _____
Host Council Scout Executive

E-mail _____

Area approval: We have reviewed this request and recommend the course: _____ be approved (or) _____ not be approved. (If not approved, the area director should contact the host council requesting corrections, status, or leadership changes.)

(signed) _____ Date _____ (or) _____ Date _____
Wood Badge Coordinator Area Director

E-mail _____ E-mail _____

ACTION BY REGION SERVICE CENTER

This course _____ is (or) _____ is not* approved. (If approved, supplies and materials to conduct this course may now be ordered.)

(signed) _____ Date _____ _____ Date _____
Associate Regional Director/Program Regional Director

Region-assigned course no. _____

Submit original request to:

*See attached letter of explanation.

Staff Roster for Regional Approval

(Due no later than 7 months prior to course opening.)

Course Number: _____ Region: _____ Date: _____
 Course Director _____ Host Council No. _____
 Dates of the Course _____

Week of or the First Weekend/Second Weekend

Name (Last, First)	Address	City, State, Zip	Telephone	E-mail	Course Staff Duty	First- time Staff?	Home Council	Scouting Position	Occupation
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			

Open Letter of Invitation (Sample)

Council or Cluster-Council Course

Dear (Scouter's Name):

In 1911, Baden-Powell took the first steps in training Scouting's adult leaders by organizing a series of lectures for Scouters. He made great strides in the years that followed, culminating in 1919 with the establishment of Wood Badge training. Wood Badge recipients now number more than 100,000 Scouters around the world.

Wood Badge for the 21st Century is intended for all leaders in Scouting—Cub Scout, Boy Scout, Varsity Scout, and Venturing leaders, as well as council and district leaders. The focus is on leadership, not out-of-door skills. The object is to demonstrate the aims and methods of Scouting through the presentation of leadership skills, organizational tools, and a variety of activities based on the best of Scouting traditions and the latest in team-development theory. In addition, participants will enjoy the fellowship of sharing the experience with volunteer and professional Scouters while having a great deal of just plain fun.

Because of your commitment to Scouting, you have been nominated to participate in an upcoming Wood Badge course. This will be a tremendous opportunity for you to

- Understand Scouting as a family of interrelated, values-based programs providing age-appropriate activities for youth.
- Recognize contemporary leadership concepts used in America and discover how those concepts are relevant to our values-based movement.
- Apply the skills you learn from your participation as a member of a successful working team.
- Revitalize your commitment to Scouting by sharing in an inspirational experience that helps to provide Scouting with renewed leadership to accomplish its mission.

Many Scouters consider Wood Badge to be a peak experience of their Scouting careers. It has served as a source of training and inspiration to thousands. In return, Wood Badge participants have positively affected the lives of millions of America's youth.

This course will be conducted at Camp _____ in *(two three-day sessions or one six-day session)*. The dates are _____ to _____. The cost of the course is \$XXX, submitted as follows: deposit with application, \$XX; second payment of \$XX by _____; balance by _____. Limited scholarship assistance is available. Please contact _____, our course director, if you have any hesitation about attending due to cost or would like to seek an alternative payment schedule.

Course enrollment is limited. I encourage you to return the attached Acceptance of Invitation as soon as possible to reserve your spot.

I sincerely hope that you can participate. You will enjoy it fully and benefit from it immensely. You are to be commended for the work you are doing now in Scouting. The Wood Badge experience will enable you to make an even greater contribution as you help deliver the promise of Scouting.

Should you need more information, one of our Wood Badge Scouters will be glad to visit with you.

Please feel free to contact (name) _____ at (phone number) _____.

I urge you to return the enclosed Acceptance of Invitation to the council service center as soon as possible.

Yours in Scouting,

(Signed by the council Scout executive,
council training chair, or council
Wood Badge coordinator)

Enclosure: Acceptance of Invitation

Acceptance of Invitation

Wood Badge for the 21st Century Course

(Submit to council service center.)

I accept the invitation to attend the Wood Badge for the 21st Century course being held at (location of course) _____ starting on _____.

I understand that attendance at all sessions is mandatory and is required for certification. I have completed the basic training and outdoor skills training relevant for my position in Scouting. I am a registered adult leader.

Signature _____ Date _____

(Please print or type the following.)

Name _____ Date of birth _____

Address _____ Home phone _____

City _____ State _____ Zip code _____

E-mail address _____ Business phone _____

Occupation _____ Employer _____

Council _____ No. _____

District _____

Statement of medical health:

I understand that my participation in the Wood Badge course is based on the successful completion of the Annual Health and Medical Record.

Number of years in Scouting: As a youth _____ As an adult _____

Present Scouting position _____

Tenure in this position _____

Scouting awards received _____

Foreign languages spoken _____

Foreign languages written _____

Completion Dates of Required Training

Basic training for your position _____

Outdoor skills training for your position _____

A \$ _____ deposit is enclosed to hold my place in the course. If I am unable to attend and I notify the council service center at least 35 days before the opening of the course, this deposit will be returned. (The balance of the fee must be paid 35 days before arrival at the course.)

Registration and training certified—Approved for Wood Badge by:

Sample Letter of Acknowledgment

Dear _____:

I am pleased to welcome you to the upcoming Wood Badge for the 21st Century course and to acknowledge receipt of your acceptance. Let me give you an overview to help you prepare for the course.

First, please do the following before (date) _____:

1. Pay all fees directly to _____ Council.
2. Send your completed medical form and personal resource questionnaire to _____ Council.
3. For planning purposes, before the course begins please tell the council adviser, _____, of any special dietary or physical limitations.

Note: We cannot allow you to participate in this course without a current, complete medical form.

Course Dates: (Insert dates and times of course; for instance,
Friday, June 9, 8 A.M., to Sunday, June 11, 5 P.M.)

There will be one or two patrol meetings between the weekends. The date and time will be established by your patrol.

(The following paragraph should be written to include specifics concerning the location, dates, times of arrival and departure, and any additional information that will help participants understand the major details of the course.)

Our course will begin with registration at 8 A.M. on (day and date; e.g., Friday, May 19, 2008) _____ at (name of course location) _____. A map is attached. I have also attached a suggested equipment list to assist you in planning. We will be camping, so you will need to bring your tent and normal camping equipment. *(Insert a sentence describing any special camp-related cautions such as mosquitoes, ticks, bears, etc.)* (See the attached Personal Equipment List for information on clothing and equipment needed to successfully cope with these situations in the woods.)

To help you begin considering issues that will be important during the course, please set aside time in the coming weeks to consider and to answer the 20 questions of the enclosed precourse assignment. The assignment is for your benefit; no one but you will see your answers. (Instructions are included with the assignment.)

The first three days of the course will be held at (location) _____. Most of that time will be filled with instruction in various leadership development skills. All of your meals will be prepared by staff members. The final three days of the course will take place in the backcountry, where you will camp and cook as a member of your patrol using the principles of Leave No Trace. The hike to the campsites will be relatively short and easy; however, we will provide alternative transportation for anyone who requires it.

During the Wood Badge course, please wear the uniform of your position in Scouting. If you serve in more than one capacity (as both an assistant Scoutmaster and a Cubmaster, for example), wear the uniform representing the position in which you are most active.

Enclosed with this letter is a BSA Uniform Inspection Sheet. (Enclose the appropriate uniform inspection sheet.) Please inspect your uniform before coming to the Wood Badge course and make any corrections. Should you have any questions, refer to the current BSA *Insignia Guide*, No. 33066. In addition to your official uniform, you may at times during the course wear an "activity uniform" consisting of uniform pants (short or long) and a Scout T-shirt or knit shirt. Non-Scouting shirts are not acceptable.

During the course we ask that you not carry any cellular telephones, beepers, radios, or any other devices that could interrupt the course. For emergencies only, you may be reached during the course at this telephone number: _____.

Group photographs of course participants will be made available for a nominal fee. The camp trading post will open several times during the course to allow for the purchase of Wood Badge course mementos.

If you have any questions, please feel free to call me at _____ during the day or _____ in the evening. I join with the rest of the Wood Badge staff in welcoming you to the upcoming course. I am certain it will be a mountaintop experience for all of us.

Yours in Scouting,

Wood Badge Course Director

Personal Equipment List

(Adjust to suit the needs of each course.)

Required

- Official Scout uniform(s) for your current Scouting position (*Note: A complete uniform includes the official shirt; shorts, long pants, skirts, or culottes; socks; and belt. A neckerchief and slide will be provided.*)
- Scout activity uniform(s) (*Note: An activity uniform includes a Scout T-shirt or knit shirt and Scout shorts, long pants, skirts, or culottes.*)
- Shoes or boots (not white, please)
- Scout cap (baseball-type, representing the Scouting program with which you are associated)
- Windbreaker or jacket
- Rain gear (poncho or rain suit)
- Underwear
- Handkerchiefs
- Sunscreen
- Insect repellent
- Tent with mosquito netting
- Ground pad, air mattress, or cot
- Sleeping bag
- Flashlight with spare batteries and bulb
- Pocketknife or multiple tool-type knife (no fixed-blade knives)
- Medication in labeled containers
- Toiletries
- Towels and washcloths
- Pens, pencils, pocket notebook
- Canteen or water bottle
- Handbook for your Scouting program
- Backpack for carrying your gear to and from the site of the outdoor experience

Optional

- Pillow
- Change of shoes
- Moccasins or camp slippers
- Shower footwear
- Sunglasses
- Religious book(s)
- Books of camp songs, skits, etc.
- Camera and film

Note: The following electronic devices may not be used during a course: cellular telephones, pagers, radios, televisions, CD players, tape players, and any other devices that could interrupt Wood Badge presentations or activities.

Personal Resource Questionnaire

Name _____

I would like to be called _____

Address _____

Phone number (H) _____ (B) _____

E-mail _____

Fax _____

Occupation _____ Date of birth _____

District _____

Council name _____

Years in Scouting: Adult _____ Youth _____ Rank _____

Current registered position _____

Adult position(s) held and for how long? (examples: Den leader for 3 yrs.; Scoutmaster for 4 yrs.; etc.)

Scouting awards received _____

State what you feel is a fair evaluation of your physical condition. _____

List any special needs. _____

Camping: How much experience have you had and how comfortable are you with it? _____

Training experiences in Scouting: (You must have completed the basic training and outdoor skills training for the position in which you are registered.) _____

Religious preference _____

(An interfaith service or services will be held. If you have particular religious needs, please specify them here, or otherwise inform the course director. _____

_____)

First aid training (including CPR) _____

Precourse Assignment—Twenty Questions

An important focus of the upcoming Wood Badge course will be a consideration of our roles as leaders in Scouting, in the workplace, in our communities, and in the nation. Among the most valuable discussions that will occur will be an ongoing consideration of setting leadership goals and then determining the manner in which those goals can be reached.

The Twenty Questions precourse assignment is intended to help you lay the groundwork for the course by developing a clearer understanding of your personal interests, values, and sense of the future. At Wood Badge, you will have the opportunity to channel that information into the development of specific goals and effective means of action.

■ **This assignment is for you to do on your own.**

■ **No one except you will see the results of this assignment.**

Use this opportunity to take a good look at where you are now in terms of interests, leadership skills, and opportunities, and where you would like to be. Be as honest as you can. Enjoy the experience.

Twenty Questions

What to do:

- Set aside time to think seriously about the following questions.
- Answer the questions as fully and honestly as you can.
- Write down your answers and bring them to the Wood Badge course. You will find them to be a helpful reference—only you will see the answers.
- Don't worry about what the "right" answers are or about satisfying someone else's idea of how you should respond. No one except you will see what you write.

The questions:

1. What do I feel are my greatest strengths?
2. What strengths do others notice in me?
3. What do I most enjoy doing?
4. What qualities of character do I most admire in others?
5. Who is a person who has made a positive impact on my life?
6. Why was that person able to have such significant impact?
7. What have been my happiest moments in life?
8. Why were they happy?
9. If I had unlimited time and resources, what would I choose to do?
10. When I daydream, what do I see myself doing?
11. What are the three or four most important things to me?
12. When I look at my work life, what activities do I consider of greatest worth?
13. What can I do best that would be of worth to others?
14. What talents do I have that no one else really knows about?
15. If there are things I feel I really should do, what are they?
16. What are my important roles in life?
17. In each of those roles, what are my most important lifetime goals?
18. In five years, what role do I see for myself in Scouting?
19. What would I really like to be and to do in my life?
20. What are the most important values I use to guide and motivate my actions?

Transmittal of Regional Fees

(This form is used only when regional fees are required. To be filed within 30 days of course date.)

Date _____

To: Regional Service Center, _____ Region

Subject: Allocation of Funds From Wood Badge Course

Course No. _____

Held at _____

Course dates _____

Host council name _____ Host council No. _____

Attendance

A. Number of volunteer Scouter participants _____

B. Number of professional Scouter participants _____

C. Total number of participants _____

D. Total number of staff members _____

Check enclosed ("C" × \$_____) + ("D" × \$_____) _____

Course director signature _____

Region _____

Host council Scout executive signature _____

Enclosures:

- Two copies of the staff roster
- Two copies of the participant roster

Media Usage Authorization Form

Course directors must complete this application and return it to the BSA national office **30 days prior to the start of the course**. Upon receipt of this application, the national office will issue a media usage letter of authorization. The authorization letter is date- and location-specific to the Wood Badge course information provided on the application, and it must remain on-site during any Wood Badge video showings. At this time, the council will be billed \$400.

Please provide the following information:

Council name _____ Council No. _____

Address _____

City _____ State _____ Zip _____

Contact person _____

Telephone _____

Wood Badge Course No. _____

Wood Badge course dates (check one):

Weekend course

First weekend _____

Location _____

Second weekend _____

Location _____

Weeklong course

Course dates _____

Location _____

Anticipated showing date of movies:

October Sky _____

Mr. Holland's Opus _____

Fax to: Boy Scouts of America
Wood Badge Training
972-580-2399

Course Director's Closeout Report

(To be filed with _____ Region within 30 days of close of course.)

To: Regional Service Center

Date _____

Wood Badge course No. _____

Location _____

Region _____

Host council name _____ Host council No. _____

Course dates _____

Number of course participants: (volunteer) _____ (professional) _____

Number of staff members: (volunteer) _____ (professional) _____

_____ participants were *not* certified. (List their names and circumstances on a separate sheet.)

The following staff members were presented with assistant course director beads: _____

Comments: _____

(Signature) Host Council Scout Executive _____

(Signature) Course Director _____

Address of course director _____

Attachments (copies to regional and national office):

- Course staff roster
- Course participant roster
- Future staff recommendations, including information on current staff and promising participants
- Transmittal of Regional Fees, if required
- Participants by Scouting Position form
- Names and circumstances of uncertified participants, if any
- Comments and recommendations

Note: If the course was operated below the minimum number of participants, circumstances should be explained on a separate page, including the name and title of the individual who authorized the course.

Final Staff Roster

Course Number: _____ Region: _____ Date: _____
 Course Director _____ Host Council No. _____
 Dates of the Course _____

Week of or the First Weekend/Second Weekend

Name (Last, First)	Address	City, State, Zip	Telephone	E-mail	Course Staff Duty	First- time Staff?	Home Council	Scouting Position	Occupation
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			
						<input type="checkbox"/>			

Final Participant Roster

(This form may be copied as many times as necessary to list each course participant.)

Course Number: _____ Host Council: _____ Host Council No. _____

Location of the Course: _____ Dates of the Course: _____

Name (Last, First)	Certificate No.	Address	City, State, Zip	Home Telephone	Work Telephone	E-mail	Occupation	Council Name	Scouting Position	Date of Ticket Completion
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										
11.										

Participants by Scouting Position

At registration, please record the primary position in which each participant is registered with the Boy Scouts of America.

Cub Scouting positions:	Number of participants	Percentage of total
Tiger Cub den leader	_____	_____
Cub Scout den leader (or assistant)	_____	_____
Webelos den leader (or assistant)	_____	_____
Cubmaster	_____	_____
Pack committee	_____	_____
Other (specify)	_____	_____
 Boy Scouting positions:		
Scoutmaster	_____	_____
Assistant Scoutmaster	_____	_____
Troop/team committee	_____	_____
Varsity Scout Coach	_____	_____
Assistant Varsity Scout Coach	_____	_____
 Venturing positions:		
Venturing Advisor	_____	_____
Assistant Venturing Advisor	_____	_____
Venturing committee	_____	_____
 District positions:		
District chair	_____	_____
District committee	_____	_____
Commissioner	_____	_____
Other (specify)	_____	_____
 Council positions:		
President	_____	_____
Commissioner	_____	_____
Executive board	_____	_____
Other (specify)	_____	_____
Professionals:	_____	_____
Total Participants:	_____	_____

Course No. _____ Course director's signature _____

World Friendship Fund Transmittal

Date _____

International Division
Boy Scouts of America
1325 West Walnut Hill Lane
P.O. Box 152079
Irving, TX 75015-2079

Account No. 6400-64003

The participants in Wood Badge course No. _____ have made a contribution to extend world friendship in a personal way.

A check to the World Friendship Fund in the amount of \$_____ is enclosed.

Signature _____
Course Director

Signature _____
Scout Executive

Council Name _____ No. _____

Application for Training Recognition



Part 1. To be completed on the last day of the course, certified by the course director, and sent to each participant's local council Scout executive along with a copy of that participant's Wood Badge ticket.

Name _____ E-mail _____
 Address _____
 City, State, Zip _____
 Telephone (H) _____ (B) _____
 Participant's council name and number _____
 District _____ Unit No. _____
 Scouting position _____
 Course No. _____ Location _____ Date _____
 Certificate No.* _____ Wood Badge patrol _____ Course host council _____
 Course Director _____ Date _____

Part 2. To participant's council leadership training chair:

This Wood Badge participant has completed the practical application phase of the course. I attest that the Wood Badge ticket has also been completed and recommend that the participant be awarded Wood Badge recognition.

Certified by Ticket Counselor _____
 Date _____

Part 3. To be completed by the council leadership training chair and Scout executive (or designee) upon participant's completion of the Wood Badge ticket.

Date _____

TO: Scout Executive, Council Service Center
 Course Host Council

This will certify that the above-named participant has completed the Wood Badge application of practical training to the satisfaction of the council leadership training committee. We request that notice of Wood Badge completion be posted in the course records and that Wood Badge recognition items be sent to

for awarding on (date) _____.

Scout Executive _____

Council and No. _____

Chair, Leadership Training Committee _____

Part 4. To be completed by the course host council.

Beads, woggle, neckerchief, and certificate shipped Records posted

*Presence of certificate number constitutes certification by course director.

Sample Bead Presentation Script

Ceremony Assignments

- Two escorts
- Person to remove Troop 1 neckerchief
- Person to present Wood Badge neckerchief
- Person to present woggle
- Person to present beads (*should have them around his or her own neck*)

(Tell the team members that you will explicitly tell them when to perform their function during the ceremony; therefore they need not worry about missing a cue.)

Introduction to the Presentation Ceremony

Explanation of Wood Badge

(Intended for general information, especially if non-Wood Badge people are present.)

MASTER OF CEREMONIES: “Wood Badge is designed to be advanced leadership training for Cub Scout, Boy Scout, Varsity Scout, and Venturing adult leaders at the unit, district, council, and professional levels, taught in the living experience of a Boy Scout troop employing the patrol method.

“As the result of attending Wood Badge, participants will be able to:

- View Scouting globally as a family of interrelated, values-based programs that provide age-appropriate activities for youth.
- Recognize the contemporary leadership concepts utilized in corporate America and leading government organizations that are relevant to our values-based movement.
- Apply the skills they learn from their participation as a member of a successful working team.
- Revitalize their commitment by sharing in an overall inspirational experience that helps provide Scouting with the leadership it needs to accomplish its mission on an ongoing basis.

“The course follows the following central themes:

- Living the Values
- Bringing the Vision to Life
- Models for Success
- Tools of the Trade
- Leading to Make a Difference

“The Wood Badge program consists of two phases: the learning experience and the application phase.

- The learning experience is set in an indoor and an outdoor environment where the course reflects unit meetings and a unit camping activity. The Boy Scout troop simulation provides a framework in which to practice the leadership skills introduced in the course. A natural bridge between the various Scouting programs is modeled.

■ The application phase involves the participant’s commitment to complete a set of personal goals relating to his or her Scouting position. This commitment is known as “the Wood Badge ticket.” In addition to strengthening the program in which the participant is involved, the ticket provides the opportunity to practice and demonstrate a working knowledge of the leadership skills presented during the course.

“When the participant has fulfilled the terms of his or her ticket, the Wood Badge recognition is presented.”

How Wood Badge Began

MASTER OF CEREMONIES: “Baden-Powell, the founder of Boy Scouting, began the training of adult Scouters in 1911 by organizing a series of lectures. In 1919, he made a further advance in Scouter training by devising and instituting the Wood Badge experience. He said, ‘One of the purposes of Wood Badge training is to get Scouters to think about the practice of Scouting, to meet together, to exchange experiences, and to live together in the spirit of the Scout Oath.’

“The Scouter to whom the Wood Badge has been awarded is entitled to membership in the first Gilwell Park Scout Group. Membership of the group numbers in the tens of thousands; all are Scouters who have rededicated their service to Scouting through membership in the International Gilwell Park Scout Group. These Scouters are to be found today in more than 100 countries and on every continent of the world. Wood Badge training is now accepted throughout the world. It is covered by an International Training Center for Scouting at Gilwell Park, and in other countries as designated by the Scout World Bureau. Teams of selected Scouters offer Wood Badge courses in most Scouting countries. Wood Badge training forms an important link in the world brotherhood of Scouting. Scouters who take part in it are expressing in a practical way their belief in the brotherhood of Scouting. We are gathered here to recognize such a person (persons)—Scouter(s) _____—who has (have) made this commitment and completed all of the steps to reach this point.”

The Ceremony

MASTER OF CEREMONIES: “Would the award team now take their places?”

(Call by name as they come forward.)

MASTER OF CEREMONIES: “Would escorts *(call by name)* please bring forward our recipient(s) *(call by name)* to be recognized?”

(Speaker turns and faces the recipient(s). Address them by name.)

MASTER OF CEREMONIES: “*(Call recipients’ name(s))*, you have come a long way since you arrived at the training site and began your Wood Badge experience. In that course, you were introduced to many leadership and Scouting skills, and you wrote a ticket that was your commitment to put into practice what you had learned. You also set certain goals, which you expected to accomplish. During the application period, you were coached and counseled by a Scouter, and together, you evaluated your progress. Finally, you and your coach/counselor agreed that those leadership skills had become a way of life for you and that you had reached your goals. Your counselor then recommended that you be awarded your beads.”

(Speaker turns back and faces the audience.)

MASTER OF CEREMONIES: “To prepare a candidate for acceptance into Wood Badge, we must first remove the Troop 1 neckerchief. This neckerchief has symbolized service to all that have seen it worn: service to the unit, the district, and the council. Wherever Scouters gather, at camporees, summer camp, Order of the Arrow—look around—there’s a Troop 1 neckerchief at work. To the candidate, the Troop 1 neckerchief is a reminder of so much more: of joining together as a den, bridging to become a Scout, coming together as a patrol and as a team, and experiencing a Venturing ceremony; learning skills, working and camping together, and growing in Scout spirit. So well have these Troop 1 neckerchiefs served that now they need not be retired, but rather they may now be worn with pride any time the Wood Badge Scouter answers the call for service.

“Please remove the Troop 1 neckerchief(s).”

(Assigned team member does so.)

The Meaning of the Neckerchief

MASTER OF CEREMONIES: “When Wood Badge started in 1919, Mr. W. F. MacLaren, a district commissioner in Scotland, purchased Gilwell Park near London, England, and presented it to the Scouting Association as a training center. We honor him by wearing a patch of the MacLaren hunting tartan upon the neckerchief.

“Please present the Wood Badge neckerchief(s).”

(Assigned team member does so.)

The Meaning of the Woggle

MASTER OF CEREMONIES: “In England, from patrol leaders to adults, all are recognized according to their position in Scouting by using various colors of woggles. Wood Badge Scouters the world over are recognized by a two-strand leather woggle.

“Please present the Wood Badge woggle(s).”

(Assigned team member does so.)

The Meaning of the Beads

MASTER OF CEREMONIES: “Wood Badge is named for the badge given those who successfully complete the entire experience. The badge now consists of two wooden beads, worn on a leather thong around the neck. These are replicas of a bead necklace obtained in 1888 by Baden-Powell while he was serving in the military in Africa. In looking for a suitable recognition for the Scouters who completed the first course in 1919, Baden-Powell remembered the necklace and decided to give a bead to each of the participants. At this time the name Wood Badge became attached to the course.

“Please present the Wood Badge beads.”

(Assigned team member does so.)

Conclusion of Ceremony

MASTER OF CEREMONIES: “It has been said that Wood Badge is the peak Scouting training experience. This may be true, but it is much more. It is a commitment—a commitment to lifelong learning, a commitment made by a candidate, toward service to Scouting and its ideals, and to one’s self. Every Scouter accepted for a Wood Badge course subscribes to this commitment both in words and deeds.

“In the words of Baden-Powell, ‘In every country the aim of the Scout’s training is identical. Namely, efficiency for service toward others; and with such an object in common, we can, as an international brotherhood of service, go forward and do far-reaching work.’

“The Wood Badge award carries with it a certificate that reads: *Wood Badge, given by Boy Scouts of America, in recognition of completing the National Wood Badge requirements.* It is signed by the Chief Scout Executive.”

(Present the certificate.)

MASTER OF CEREMONIES: “And now we would like to invite all Wood Badgers to come up for congratulations.”

Sample Course Director and Staff Bead Presentation Ceremony

Concept

This presentation ceremony is generally held the afternoon or the evening before the first day of a Wood Badge course. If staff beads have not previously been awarded, the course director will receive the fourth bead and new staff members will receive their third beads. The master of ceremonies should be someone who has already earned the fourth bead (a course director, course adviser, Wood Badge coordinator, council training chair, etc.). The course director presents the new staff members with their third beads. Weather permitting, the ceremony takes place outdoors, preferably in a wooded area decorated with the symbols of Wood Badge and the emblems of the Wood Badge service patrol and program patrol.

Ceremony

MASTER OF CEREMONIES: “Before us are some of the symbols of Wood Badge. I ask you to reflect upon them.”

(Display some symbols of Wood Badge—an axe-in-log, kudu horn, the central theme chart.)

“The fires (or candles) on either side of me represent the Scout Oath and the Scout Law. All of these symbols are embraced in the spirit of Scouting and in the flag of our country.

“The time has come when your commitment and responsibilities warrant distinctive tokens of recognition. Course Director, will you please step forward?”

“Mr./Ms. Course Director, you have worked long and faithfully on preparations leading up to this moment when you receive a fourth Wood Badge bead.

“The beads are secured with an overhand knot representing the loose ends that must be tied up for a course to be truly successful. The overhand knot in the leather thong will remind you to ‘Do a Good Turn Daily,’ the Scout slogan and a reminder of your commitment to help other people.

“You were selected to direct this course because of what you have done and will continue to do for Scouting. Mr./Ms. Course Director, on behalf of all those who will benefit from your commitment to this course, it is now my honor to present you with your four beads and your course director’s certificate. Congratulations.

“Staff, I present your course director!”

COURSE DIRECTOR: “Thank you. By accepting a position on the staff of this course, each of you has accepted a commitment to develop the leadership skills of our fellow Scouters. By doing so, you will contribute to the reality of Scouting and all that it promises. In this way, you too will spread the light of Scouting.

“Together we have undergone a comprehensive and demanding period of staff development. Tomorrow our work begins in earnest.

“The course will pass all too quickly. Together we will watch a group of Scouters develop leadership skills and grow in their love for the Scouting program. It will be hard work, but it will be a labor of love with great rewards.

“The time has come when your commitment and responsibilities warrant distinctive recognition. When I call your name, please step forward.” *(Call the names of previous staff members who have already received their third beads, then wait for them all to move forward.)*

“Will you do your best to maintain a positive attitude during the course? If so, answer, ‘I will.’”

(Present staff certificates.)

“For the new staff members, I want to restate that the two beads you received after working your ticket represent knowledge and skills acquired by completing the course. Today they also represent the knowledge you have and the skills you developed to pass that wisdom on to other Scouters.”

“As I call your name, please come forward.” *(Call the names of new staff members, then wait for them all to move forward.)*

“Will you do your best to maintain a positive attitude during the course? If so, answer, ‘I will.’”

“It is now my pleasure to present you with your third Wood Badge bead and your staff certificate.”

(Remove each staff member’s two-bead set and replace it with the three-bead set.) “At this time, I’d like you to untie one of your beads and exchange it with a bead from an experienced staff member. This represents the ongoing tradition of training and continuous learning through Wood Badge.”

“Staff, please signify that you accept the responsibility of fulfilling your staff positions by making the Scout sign and repeating after me:

“I, (name), promise to do my best to be worthy of the position as a staff member of Wood Badge Course No. _____, for the good of the course participants, my fellow Scouters, and the World Brotherhood of Scouting.

“Congratulations! Let us close by singing ‘On My Honor.’”

Budget Work Sheet

(Note: This is a sample work sheet only. Refer to council price list for current prices.)

This form is intended to be used by the Wood Badge course director and the local council professional adviser in developing the operating budget for the Wood Badge for the 21st Century course. Please refer to the budget preparation section of the *Administrative Guide*.

Enrollment estimates

Staff _____

Participants _____

Total _____

	Cost per person or item	Total cost
Expenses		
A. Participant expenses		
1. Regional course fee per participant (if any)		
2. Wood Badge participant recognition items		
a. Beads	_____	_____
b. Certificates	_____	_____
c. Woggles	_____	_____
d. Troop 1 neckerchiefs	_____	_____
e. Graduate tartan neckerchief	_____	_____
3. Course notebook binder (optional)		
4. Promotion		
5. Participant pocket cards (eight per sheet)		
6. Plastic name tag holders		
7. Health and accident insurance		
8. Liability insurance recovery (include staff) per person, per day		
9. Intellectual property usage fee		
Subtotal (Section A)		
B. Staff and administration expenses		
1. <i>Administrative Guide</i> (one per staff member)		
2. Staff certification		
a. Course director's beads and certificate	_____	_____
b. Assistant course director's certificates	_____	_____
c. Three bead thongs	_____	_____
d. Troop 1 neckerchiefs	_____	_____
3. Mailings, general office supplies, copying, and paper		
4. Patrol flags and fasteners		
5. Service and program patrol symbols		
6. Wood Badge stationery (optional, produce locally)		
7. Flags		
8. Kudu horn (owned or borrowed)		
9. Patrol emblems (large) for each patrol		

	Cost per person or item	Total cost
10. Scout emblems (large) for each patrol		
11. First Class emblems (large) for each patrol		
12. National fee		
Subtotal (Section B)		
C. Variable expenses		
1. Food expenses		
a. Staff development meals (number of meals x cost per meal)	_____	_____
b. Participant and staff meals (number of meals x cost per meal)	_____	_____
c. Cracker barrels (number of cracker barrels x cost per cracker barrel)	_____	_____
2. Group and patrol photos (optional)		
3. Troop and patrol equipment		
a. New equipment needed (list on a separate sheet)	_____	_____
b. Expendable program equipment (list on a separate sheet)	_____	_____
4. First-aid supplies		
5. Quartermaster supplies		
6. Newsletter supplies		
7. Trading post items (list on a separate sheet)		
8. Other potential expenses		
a. Council camp usage fees	_____	_____
b. Conference center costs	_____	_____
c. Ceremonial candleholder	_____	_____
d. Rockets and other game supplies	_____	_____
e. Ax and log	_____	_____
f. Pens for participants	_____	_____
g. Rocket launching equipment and materials	_____	_____
h. Exhibit/project materials	_____	_____
Subtotal (Section C)		
Total expenses— Sections A, B, and C		
Income		
A. Participants		
B. Staff members		
C. Trading post gross income		
D. Income from photos		
E. Gifts in kind (list on a separate sheet)		
F. Scholarship funds		
G. Council budget support		
H. Other		
Total Income		
Less Total Expenses		
Projected Outcome (profit or deficit)*		

*Deposition of the profit should be determined with those responsible prior to the course. It normally is used to offset host council-related expenses.

Quartermaster List

Staff Needs Prior to Course

- One campfire program planner per staff member
- Cord for making woggles: 40 inches per staff member and three extra lengths per patrol

Day One—Orientation, Gathering Activities

- Name badge for each participant
- Participant notebook for each participant, including:
 - 10 sheets notebook paper
 - Pen
 - *The Gilwell Gazette* (first issue)
- Den chief shoulder cord for each patrol
- Staff exhibit
- Any required materials for gathering activity or game
- Course hat and shirt for each participant, if appropriate

Day One—Gilwell Field Assembly

- System for flying flags at Gilwell Field
- American flag
- State flag (optional)
- Wood Badge Troop 1 flag
- Historic American flag (Continental Flag or Flag of 1777)

Day One—Course Overview (Troop Presentation)

- Wood Badge icon
- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)
- One *Gilwell Gazette*

Day One—Listening to Learn (Patrol Presentation)

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day One—Blue and Gold Banquet/Opening Luncheon (Troop Presentation)

- Wood Badge symbols
 - Ax and log
 - MacLaren tartan
 - Wood Badge beads
 - Wood Badge neckerchief and woggle
 - Kudu horn
- Emblems to be used for service and program patrols
- Small table with cloth
- Four candles (red, yellow, blue, white) with holders
- Lighter
- Ceremonial bridge

Day One—Troop Meeting

- Troop 1 flag on stand
- Posters: Cub Scout Promise and Law, Boy Scout Oath and Law, Venturing Oath
- New card for name badge with appropriate patrol emblem for each participant
- Prefolded Wood Badge course neckerchief for each participant
- Set of patches for each patrol
 - Patrol leader
 - Assistant patrol leader
 - Patrol chaplain aide
 - Patrol scribe
- Large Scout patch for each patrol
- Ten safety pins for each patrol
- 40-inch cord for each participant

- 16 candles with holders
- The *Boy Scout Handbook*, No. 33105
- 12 points of Scout Law printed on index cards
- Materials for Patrol Method Game
- Handout for staff members:
Troop Meeting Plan—Day One
- Handout for staff members:
Troop Meeting Plan—Day Two
- Handout for troop guide:
Patrol Meeting Agenda
- Handout for troop guide:
Patrol Daily Self-Assessment Tool
- Handout for each participant:
Aims discussion work sheet

Day One—Patrol Leader’s Council Meeting

- Patrol leader notebook per patrol, including:
 - Troop Meeting Plan—Day One
 - Troop Meeting Plan—Day Two
 - Patrol Meeting Agenda
 - One Patrol Daily Self-Assessment tool for each day of the course
 - Service Patrol Responsibilities
 - Program Patrol Responsibilities
 - Guidelines for Conducting Flag Ceremonies
 - Duty roster for service and program patrols
 - Blank meeting charts
 - Blank duty roster for patrol use
 - Equipment lists
 - Suggested menus
 - Sheets of blank paper
- Patrol leaders’ council meeting agenda for each participant and staff member
- Handout for each participant:
Troop Meeting Plan—Day One
- Instructions for conducting the Zulu Toss game
- Information on Front End Alignment game
- Guidelines for Developing Patrol Exhibits
- Wood Badge Course Schedule Day Two

Day One—Values, Mission, and Vision (Troop Presentation)

- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge DVD)
- Posters: BSA Mission, Vision, Aims, Methods

Day One—The Who-Me Game

- Who-Me Game board
- Who-Me Game questions copied onto appropriate colored card stock and cut into cards
- One die (half a set of dice)
- One play piece per patrol member (could be different colored buttons, beads, etc.)
- Copy of the rules for each patrol

Day One—Instructional Campfire and Baden-Powell Story (Troop Presentation)

- Materials for lighting and extinguishing a fire
- American flag
- Props:
 - Candle with lighter
 - Large clock (real or cardboard)
 - Empty bucket
- Props as necessary to support skits chosen by staff

Day Two—Breakfast

- The Gilwell Gazette* for each participant and staff

Day Two—Gilwell Field Assembly

- American flag
- Gilwell Troop 1 flag
- Historic American flag (Serapis flag)

Day Two—Troop Meeting

- “What Are You Most Afraid Of?” work sheet for each participant
- “What Are You Most Afraid Of?” moderator work sheet for troop guide

- Materials for Zulu Toss (six tennis balls per patrol)
- For each troop guide:
 - Camp stove to be used at the outdoor experience
 - Fuel in an appropriate container
 - A means of lighting the stove
- Front-End Alignment rules for each patrol leader and each observer
- Handout for half of the patrol leaders: Leadership Style “A”
- Handout for the other half of the patrol leaders: Leadership Style “B”
- Front-End Alignment score sheet for each observer
- Masking tape, measuring tape, marking pen
- Plastic cans or bowls (6 to 8 inches in diameter and 3 to 6 inches deep)
- Chart for scoring
- Individually wrapped hard candies for all participants

Day Two—Inclusiveness

- Patrol duty roster
- Patrol project plan

Day Two—Stages of Team Development (Troop Presentation)

- Wood Badge DVD and projection equipment for slide presentation
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart)
- Overhead projector
- Transparencies or posters illustrating the team development graphical models
- Handout for each participant: Stages of Team Development
- Hat
- Patrol medallions

Day Two—Patrol Leaders’ Council Meeting

- Table
- Chairs: two per patrol plus five
- Patrol Leaders’ Council Meeting Agenda for each patrol
- Day Three Troop Meeting Plan for each patrol
- Day Three Course Schedule for each patrol
- Handout for each patrol: Campfire Program Planner
- Handout for each patrol: Outdoor Code
- Handout for each patrol: How to Pack for the Outdoor Experience
- Handout for each patrol: Planning for the Outdoor Experience

Day Two—Patrol Chaplain Aides Meeting

- Handout for each patrol: Meeting agenda

Day Two—Communication (Patrol Presentation)

- Wood Badge DVD and projection equipment for slide presentation

Day Two—Project Planning (Troop Presentation)

- Outline of Project Planning handouts for each participant
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge DVD)
- 3-by-3-inch self-adhesive notes
- Markers

Day Two—Rockets (Patrol and Troop Activity)

- For each patrol:
 - Instruction sheet
 - Plastic soft-drink bottle (16- to 20-ounce size)
 - Scissors

- Craft knife
- 8-by-8-inch square of corrugated cardboard
- Duct tape
- Bobby pins
- Ruler
- Safety goggles

- For each staff member serving as facilitator:
 - Scoring sheet
 - Launch pad
 - Safety goggles
 - Bicycle pump with pressure gauge
 - One award for each patrol

Day Two—Wood Badge Game Show (Troop Activity)

- Display board (see specifications in staff guide)
- Buzzers or bells for each patrol/team
- Scoreboards
- Costume for game show host

Day Two—Win All You Can Game (The Game of Life) (Troop Activity)

- Large signs saying “The Game of Life” and “Win All YOU Can”
- Two double-sided (6-by-6-inch) cards per group: one with ax and log, one with Wood Badge beads
- Rules and scoreboards
- Markers
- Scoresheet for each participant
- One scoreboard for every four groups
- Pocket calculator for each group

Day Three—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Three—Gilwell Field Assembly

- American flag
- Gilwell Troop 1 flag
- Historic American flag (Star-Spangled Banner)

Day Three—Scouts’ Interfaith Worship Service (Troop Activity)

- Have You Seen the Light? questions and answers for each participant

Day Three—Troop Meeting

- Principles of Leave No Trace*, No. 21-105, for each participant
- Boy Scout Handbook* for each patrol
- Camping items for interpatrol activity

Day Three—The Leading EDGE™ and The Teaching EDGE™ (Troop Presentation)

- Overhead projector
- Transparencies or posters illustrating the four stages of team development
- Wood Badge DVD and projection equipment for slide presentation

Day Three—Patrol Leaders’ Council Meeting

- Patrol Leaders’ Council Meeting Agenda for each patrol
- Day Three Troop Meeting Plan for each patrol
- Day Four Course Schedule for each patrol
- Outdoor Code handout for each patrol
- Campfire Program Planner handout for each patrol

Day Three—Conservation Project Planning (Troop Presentation)

- Equipment to support the presenter’s presentation method (e.g., projector, flip chart)
- Conservation Handbook*, No. 33570
- Conservation Project Planning Checklist
- What Makes a Good Conservation Project

Day Three—October Sky (Troop Activity)

- October Sky* video
- Handout for each participant:
Themes to Observe—Questions
for Analysis and Discussion
- Popcorn and beverages (optional)

Day Four—Gilwell Field Assembly and Departure for the Outdoor Experience

- American flag
- Gilwell Troop 1 flag
- Historic American flag (46-star flag of 1908)
- Day Four edition of *The Gilwell Gazette* for each participant and staff member

Day Four—Outdoor Experience Assembly, Leave No Trace Model Campsite, and Patrol Camp Setup (Troop Activity at outdoor location)

- Model campsite set up ahead of time by troop's Venturing crew using own or borrowed items. It should include a Venturing crew flag.
- Water to replenish participant water bottles
- American flag
- Gilwell Troop 1 flag
- Venturing Crew flag

Day Four—Leading Change

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day Four—Patrol Leaders' Council Meeting

- Patrol Leaders' Council Meeting Agenda for each patrol
- Day Five Course Schedule for each patrol

Day Four—Valuing People and Leveraging Diversity (Troop Presentation)

- Set of Diversity scenarios 1–8 for each group
- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day Four—Problem Solving and Decision Making (Troop Presentation)

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day Four—Problem Solving Round Robin (Patrol Activity)

- Materials needed for the activities chosen.
 - **Trolley:** Two 2½-by-6-inch boards, each 10 to 12 feet long and each having 2- to 3-foot lengths of rope attached at 1-foot intervals.
 - **Traffic Jam:** Squares of durable material, approximately 3 by 3 feet each. Need one more than the number of participants.
 - **Brownsea Island Turnaround:** Durable tarp, retired tent fly, drop cloth, or sheet of plastic approximately 5 by 5 feet.
 - **Wiggle Woggle:** Metal ring approximately 1½ inches in diameter, 8 lengths of parachute cord or other light line (10 feet each), balls of assorted sizes, bucket or large tin can.
 - **Mafeking Message Machine:** 10 to 12 "message tubes" (PVC tubing with 2-inch diameter cut into lengths of 18 to 24 inches), a golf ball.
 - **Nail-Biter's Nightmare:** 24 large nails and a piece of wood about 4 by 6 inches with large nail set upright in center.
 - **Spider Web:** Grid-shaped web made of parachute cord stretched between two trees, posts, or other stationary standards. Can be of any width (10 feet is good) but no more than 5 feet high. Openings are of various sizes—each of them large enough for a person to pass through.
 - **Human Knot:** No materials needed.

Day Four—Managing Conflict (Patrol Presentation)

- Picture of Norman Rockwell painting “The Scoutmaster”

Day Four—Patrol Meeting

- Patrol Meeting Agenda developed by individual patrols

Day Four—Diversity Game

- Who-Me Game boards, rules, and game pieces from Day One
- Diversity Game cards

Day Four—Participant Campfire and Venturing Induction Ceremony

- Campfire Program Planner
- Props and other support materials as requested by participants
- Venturing name tag for each troop guide

Day Five—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Five—Gilwell Field Assembly

- American flag
- Gilwell Troop 1 flag
- Historic American flag (Ecology Flag or alternative)
- Large First Class rank patch for each patrol

Day Five—Coaching and Mentoring (Troop Presentation)

- Instructions for “Tom R. Sage: Venturing Legend” role-play for each participant
- Role descriptions for “Tom R. Sage: Venturing Legend” role-play: Half the participants get copies of one version, the other half gets the second version.

- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day Five—Conservation Project (Troop Activity)

- Conservation-related tools and supplies (e.g., shovels, buckets, planting materials). A list was made during the conservation project planning session on Day Three.
- Any equipment needed to ensure safety and comfort of participants (e.g., gloves)

Day Five—Self-Assessment

- Sample 360-Degree Self-Assessment for each participant
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge DVD)

Day Five—Patrol Leaders’ Council Meeting

- Patrol Leaders’ Council Meeting Agenda for each patrol
- Day Six Course Schedule for each patrol

Day Five—Patrol Project Setup and Presentation

- Materials for use in project preparation, including poster board, pictures of Scouting activities, rope, markers, scissors, glue, tape, and flip charts.

Day Five—Patrol Meeting/Patrol Project Self-Assessment

- Self-assessment form for each patrol

Day Five—Patrol Campfire

- Wood Badge Scoutmaster’s letter for each patrol

Day Six—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Six—Gilwell Field Assembly (Troop Activity)

- American flag
- Gilwell Troop 1 flag
- State flag

Day Six—Patrol Leaders' Council Meeting

- Patrol Leaders' Council Meeting Agenda for each patrol

Day Six—Scouts' Interfaith Worship Service

- Eagles Soaring High*—Philmont guide to Scout worship services

Day Six—Closing Luncheon

- Tablecloths and festive decorations

Day Six—Leaving a Legacy

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)
- Session images prepared for presentation and equipment necessary to support the choice of the presenter

Day Six—Summary Session

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge DVD)
- Wood Badge icon
- Session images prepared for presentation and equipment necessary to support the choice of the presenter
- Wood Badge participant course assessment for each participant

Day Six—Closing Gilwell Field Assembly

- Wood Badge coin for each participant

Course Resources

The following is a suggested resource library for the Wood Badge for the 21st Century course:

Wood Badge Course Resources

- “Who Me” Game boards, No. 34887
- Learning Logo display board, No. 34888
- Course participant and staff Troop 1 neckerchief, No. 02209
- Course graduate tartan neckerchief, No. 02213
- Woggle (neckerchief slide), No. 02173
- Wood Badge for the 21st Century beads
 - Two-bead set, No. 02175
 - Three-bead set, No. 02176
 - Four-bead set, No. 02177
- Wood Badge for the 21st Century certificates
 - Wood Badge pocket cards, No. 34142A
 - Wood Badge course certificate, No. 34121A
 - Wood Badge assistant course director certificate, No. 34122A
 - Wood Badge course director certificate, No. 34123A
- Wood Badge for the 21st Century poster set, No. 34870
- Wood Badge historic flag set, No. 02185
- Wood Badge hat, No. 02199
- Wood Badge coin, No. 14003
- Wood Badge table runner, No. 02200
- *Reverence: A Resource for Interfaith, Christian, Jewish, and Muslim Worship at Scouting Events*, No. 34248

Boy Scouting Resources

- *Boy Scout Handbook*, No. 33105
- *Boy Scout Requirements*, No. 33215 (current year)
- *Boy Scout Songbook*, No. 33224A
- *Den Chief Handbook*, No. 33211B
- *Fieldbook*, No. 33104
- *Patrol Leader Handbook*, No. 32502A
- *Senior Patrol Leader Handbook*, No. 32501A
- *Troop Leadership Training*, No. 34306A
- *Scoutmaster Handbook*, No. 33009C
- *Troop Committee Training Kit*, No. 33643
- *Troop Program Features, Volume I*, No. 33110A
- *Troop Program Features, Volume II*, No. 33111
- *Troop Program Features, Volume III*, No. 33112
- *Troop Program Resources* (with CD), No. 33588A
- *National Youth Leadership Training*, No. 34490A

Cub Scouting Resources

- *Cub Scout Academics and Sports Program Guide*, No. 34299B
- *Cub Scout Bear Book*, No. 33451
- *Cub Scout Ceremonies for Dens and Packs*, No. 33212C

- *Cub Scout Family Activity Book*, No. 33012A
- *Cub Scout Leader Book*, No. 33221C
- *Cub Scout Leader How To Book*, No. 33832A
- *Cub Scout Magic Book*, No. 33210
- *Cub Scout Songbook*, No. 33222A
- *Cub Scout Wolf Handbook*, No. 33450
- *Group Meeting Sparklers*, No. 33122B
- *Webelos Scout Book*, No. 33452 or 34754 (spiral bound)
- *Webelos Leader Guide*, No. 33853C

Varsity Scouting Resources

- *Varsity Scout Leader Guidebook*, No. 34827A

Venturing Resources

- *Here's Venturing*, No. 33466A
- *Sea Scout Manual*, No. 33239C
- *Venturer/Ranger Handbook*, No. 33494B
- *Venturing Leader Manual*, No. 34655E

Posters

- Cub Scout Promise, No. 34461
- Outdoor Code, No. 33689B
- Scout Oath, Motto, and Law poster set, No. 34880A

Other Resources

- *The Conservation Handbook*, No. 33570
- *Guide to Safe Scouting*, No. 34416
- *Insignia Guide*, No. 33066
- *Knots and How to Tie Them*, No. 33170A
- *Scouting for Youth With Physical Disabilities*, No. 33057D
- *World Friendship Fund—BSA*, No. 22-159
- *Youth's Frontier—Making Ethical Decisions*, No. 33620
- *Leave No Trace*, No. 32073

DVDs/Videos

- *For All Mankind*. National Geographic Society Video. Washington, D.C., 1992.
Apollo Associates\SAM Productions Inc., 1989.
- *From the Earth to the Moon: Part Five—Spider*. HBO Home Video, 1998.
- *Mr. Holland's Opus*. Walt Disney Pictures, 1996.
- *Remember the Titans*. Walt Disney Pictures, 2000.
- *Scouts! The Rise of the World Scout Movement*. CineVisa International Media Distributors.
Clear Horizon Films, Inc. Toronto, 1988.
- *Communicating Well*, No. AV-02DVD20

Audio

- Pomeranz, David. "It's in Every One of Us." Warner Brothers Music, Upward Spiral Music, 1973, 1980.

The Wood Badge for the 21st Century DVD

Included in the *Administrative Guide* is a hybrid DVD for use in a computer's DVD-ROM drive. **To use the disk:** Insert the DVD in your computer and wait for the startup menu to appear. Your choices will include "Play DVD movie" and "Open folder to view files." The list below will help you decide which path to take.

DVD Path—"Play DVD Movie"

Staff Development Videos

This series of video clips has been developed to enhance your Wood Badge staff development.

- Insight Into Wood Badge Course Content
- Overview
- Living the Values
- Bringing the Vision to Life
- Models for Success
- Tools of the Trade
- Leading to Make a Difference
- Course Activities
- Communicating Well

Instructional Presentations

These presentations are included for the daily sessions as described in the *Wood Badge for the 21st Century Staff Guide*.

- Day One videos
- Day Two videos
- Day Six videos

Course Videos Only

Day One: Values, Mission, and Vision

- President John F. Kennedy:
"We have chosen to go to the moon."
- Dr. Martin Luther King Jr.:
"I have a dream."
- British Prime Minister Margaret Thatcher:
"I cannot manage the past."
- Lord Baden-Powell: Common moral code

Day Two: Stages of Team Development

- Forming, "Remember the Titans"
- Storming, "Remember the Titans"
- Norming, "Remember the Titans"
- Performing, "Remember the Titans"

Day Two: Project Planning

- Project Planning (Part 1),
"From the Earth to the Moon"
- Project Planning (Part 2),
"From the Earth to the Moon"

Day Six: Leaving a Legacy

- Great Leaders are Great Teachers (Part 1),
"Mr. Holland's Opus"
- Great Leaders are Great Teachers (Part 2),
"Mr. Holland's Opus"
- Leave a Legacy, "Mr. Holland's Opus"

DVD-ROM Path—“Open Folder to View Files”

Instructional Presentations

The following PowerPoint slides can be incorporated into your course director training and course staff development. They may be downloaded from the disk and modified (without altering the course content) for your use.

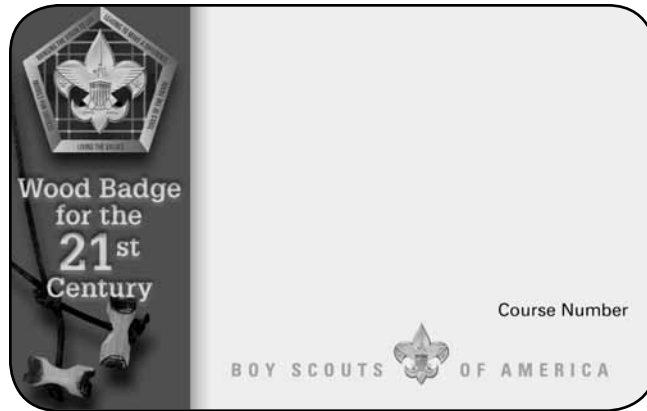
- **Instructional Campfire** (*PowerPoint slide show “InstructionalCampfire”*)—Helps teach your staff how the Wood Badge instructional campfire sets the tone for the entire course.
- **Course Connections** (*PowerPoint slide show “Course Connections”*)—Illustrates how the Wood Badge sessions relate to one another.
- **Who Are These People?** (*PowerPoint slide show “WhoAreThesePeople”*)—Helps bridge the generational gap that could be present at a Wood Badge course.
- **Recruiting Wood Badge Participants** (*PowerPoint slide show “Recruiting Participants”*)—A quick overview of the prime candidates for Wood Badge training.
- **Quality Wood Badge Presentations** (*PowerPoint slide show “QualityPresentations”*)—A short course in presentation skills for Wood Badge presenters.
- **The Wood Badge Course Staff** (*PowerPoint slide show “TheWBCourseStaff”*)—Help in selecting and training a Wood Badge course staff.

Miscellaneous

- *Wood Badge for the 21st Century Administrative Guide* (*pdf file “511-591WBAdminGuide”*)
- “It’s In Every One of Us” audio file*, which may be used as background music to create a personalized PowerPoint slide show.

*“It’s In Every One of Us,” music and lyrics by David Pomeranz © Warner Bros. Music/Upward Spiral Music ASCAP. For more information about David Pomeranz’s songs and recordings, visit <http://www.davidpomeranz.com>.

Wood Badge Pocket Card



No. 18-605A

A plastic Wood Badge pocket card is available on an optional basis for those who have completed their Wood Badge ticket and received their certificate and beads.

Complete the order form below, giving your full name, address, council name, and course number and date you received your beads. Cards are \$10 each. Checks should be made payable to the Boy Scouts of America. Mail the form with payment to the Training Director, Boy Scout Division, S209, National Office, Boy Scouts of America, 1325 West Walnut Hill Lane, P.O. Box 152079, Irving, TX 75015-2079.

To: Wood Badge Training, Boy Scout Division, S209
 National Office
 Boy Scouts of America
 1325 West Walnut Hill Lane
 P.O. Box 152079
 Irving, TX 75015-2079

Account No.
62005-4020

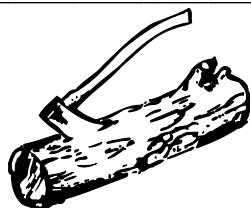
Wood Badge Course No. _____ Date Beads Received _____

Please send me ____ Wood Badge pocket cards at \$10 each.

Check in the amount of \$ ____ is enclosed. (Make payable to the Boy Scouts of America.)

Print Name _____ Telephone _____

Address _____ Council _____



Appendix B

Staff Development Plan	B-3
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Staff Development Plan

Introduction

The Wood Badge for the 21st Century experience provides participants with firsthand knowledge regarding how teams develop and achieve excellence. Participants take part in an active learning process through involvement in the planning, development, presentation, and assessment of a staff project. This process gives participants the opportunity to enjoy a world-class learning experience that will strengthen their long-term commitment to Scouting and provide them with valuable leadership skills. The staff development will help prepare staff members of an upcoming Wood Badge course to support this process.

Recognizing the course director's commitment to make the most efficient use of every volunteer's time, this Staff Development Plan should be closely followed. Scouters are volunteers with families, careers, and busy lives. They may give more serious thought to serving as a Wood Badge staff member when they learn that staff development for the course will be completed within a 90-day period.

While the formal staff development process begins 90 days before the opening session of a Wood Badge course, a great deal can be accomplished before then. The selection and approval of the course director and scheduling for the course on council calendars should occur about a year prior to delivery of the course. Through extensive advanced planning, the course director can create a meaningful experience not only for course participants, but for the staff as well. Each staff development session should be enjoyable and provide staff members with the knowledge they need to deliver a quality course.

It is expected that the staff will develop into a high-performance team. It's up to the team leader to assess every stage of team development and adjust the leadership style as the team progresses.

In keeping with the goal of the staff becoming an empowered high-performance team, every staff member should receive a copy of the *Wood Badge Staff Guide: The Syllabus*, No. 18-590, and Staff Development Plan. Staff members may share copies of the *Wood Badge Administrative Guide*.

Key Events in Wood Badge Staff Development

■ Course approval/course director selection	–360 days
■ Staff recruitment	–270 days
■ Participant recruitment	–270 days
■ Staff orientation meeting	–120 days
—Staff project development	–90 days to –60 days
■ Staff development meeting 1	–90 days
■ Staff development meeting 2	–60 days
■ Staff development meeting 3	–30 days
■ Additional staff development	

Note: Schedules for the staff orientation meeting and for the three staff development meetings can be found in the Staff Development Plan.

Staff Recruitment (–270 Days)

Once approved by the council Scout executive to conduct a course, the course director can immediately begin the important task of assembling a list of prospective staff members with an eye toward recruiting a highly diversified staff. At a minimum, the staff should include adult volunteers from Cub Scouting, Boy Scouting, and Venturing. About 270 days prior to the course (but after the Scout executive's approval) the course director may communicate with prospective staff members and invite them to serve on the Wood Badge staff.

During this initial contact, course directors should talk at some length with each prospective staff member and communicate expectations for the course and for the staff, and invite qualified candidates to join the Wood Badge staff. The course director should follow up those discussions with a formal letter of appointment to confirm acceptance. The letter of appointment should be accompanied by information regarding the Staff Development Plan, staff orientation meeting, uniform requirements, equipment requirements, recruitment plans, and a staff roster.

As a preorientation task, the course director should ask each staff member to review the Stages of Team Development and Leading EDGE™ and Teaching EDGE™ models in the National Youth Leadership Training syllabus.

Participant Recruitment (–270 Days)

The course director will help the staff adviser develop a plan to recruit 48 participants (for eight patrols of six participants each). This plan should involve Wood Badge staff members in the recruitment effort immediately after they have formally accepted appointments to serve during a Wood Badge course. Each staff member should take personal responsibility for recruiting at least two course participants.

The course director can provide staff members with information regarding potential participants they may contact and information about the course that will assist them in their recruitment efforts. An incentive for all staff members is the fact that at no later than 30 days before the opening of the Wood Badge course, at least 30 participants (five patrols of six participants each) must have committed to attend. If recruitment falls short of that number, the course will be canceled.

Staff Orientation Meeting (–120 Days)

About 120 days before the course, staff members should assemble at a staff orientation meeting to meet one another, commit themselves to the expectations of the course director, and to view the *Wood Badge for the 21st Century* video. The video provides an overview of the components of the course in its 21st century form and can be especially valuable for staff members whose Wood Badge experience is drawn from previous versions of the program. The course director may also review the recruitment plan in place to encourage potential participants to sign up for the course.

Staff Project

During the process of staff development, the troop guides (acting as a new-Scout patrol supported by an assistant Scoutmaster) will develop and present a staff project. This assignment allows troop guides to experience firsthand many aspects of team dynamics and team leadership that course participants will also encounter during the course.

To help establish the staff's high expectations, the staff project will be utilized during the opening day of the course. In addition, those staff members who are not serving as troop guides can gain a deeper understanding of how they, too, can support the staff project experience.

Staff Development Meeting 1 (–90 Days)

The first formal staff development meeting is conducted 90 days before the course begins. During this daylong meeting, the staff will review the status of recruitment efforts and participate in several team development activities that the participants will experience during Day One and Day Two of the course. Fifty-minute sessions on Stages of Team Development, The Leading EDGE™/The Teaching EDGE™, and Project Planning will be presented with staff members serving as course participants. In addition, the troop guides will develop their plans to produce the staff project. The second staff development meeting will include Leveraging Diversity Through Inclusiveness, a Day Two presentation.

Staff Project Development (–90 Days to –60 Days)

Between 90 and 60 days before the course, the troop guides (with their assistant Scoutmaster's help) should finalize their staff project plans, begin to assemble the materials, and formulate a script for presentation of the project.

Staff Development Meeting 2 (–60 Days)

The second staff development meeting takes place 60 days before the beginning of the course. This meeting will help the staff gain a greater understanding of what participants will experience and learn during Days Two, Three, and Four of the upcoming course. A 30-minute session of Leveraging Diversity Through Inclusiveness and a 60-minute session of Generations in Scouting will be presented, with staff members serving as course participants.

Staff Development Meeting 3 (–30 Days)

The final gathering for staff development occurs 30 days before the course and highlights the syllabus elements for days Five and Six. An important activity during this meeting is the presentation of the staff project by the troop guides. This serves as a dress rehearsal for staff members who will present the staff project during the orientation portion of Day One of the Wood Badge course. The troop guides should conduct a self-assessment of their staff project experience and determine whether the project (either the display or the script) should be modified prior to the course.

Additional Staff Development

At the conclusion of the third staff development meeting, the course director (in collaboration with other key staff members) will assess the Wood Badge staff's level of preparedness for the upcoming course. If the course director determines that additional staff development is needed, additional meetings should be scheduled before the opening of the course. These additional gatherings should, whenever possible, be limited to individual coaching sessions or small group meetings involving only the troop guides, assistant Scoutmasters, and staff members who will benefit from the extra preparation. Course directors should avoid the temptation to schedule additional staff development meetings unless absolutely necessary.

Wood Badge Staff as a Team

The responsibility for the delivery of a world-class course rests on the shoulders of all staff members acting together as a highly productive team. While the course director provides overall leadership and guidance, it is up to staff members to master all aspects of their responsibilities and to develop a thorough understanding of the intent and framework of Wood Badge for the 21st Century.

Preparation Schedule

(360 days before the course begins)

Days Before the Course	Action	Notes
-360	Local or cluster council decides to host a Wood Badge course.	<ul style="list-style-type: none"> – Schedule the course in the council calendar. – Reserve the site. – Include budget issues in the annual operating budget.
-360 to -270	Select and notify the course director.	Schedule the course director to attend a regional or area Wood Badge course prior to staff selection and development.
-360 to -270	With the council Scout executive, review and receive applications for potential staff members. Receive approval from region for prospective staff.	The course director conducts the review.
-270	The course director recruits staff members.	The course director notifies staff members with letters of invitation/acceptance and informational packets.
-270 to -240	The staff begins recruiting participants.	Remind staff members about the goal of recruiting 30 to 48 participants.
-130	The course director meets with assistant Scoutmasters, senior patrol leaders, scribes, and quartermasters.	Discuss staff development, facility, and equipment issues.
-120	Staff orientation meeting	Anticipated length of meeting: 3.5 hours in the evening.
-90	Staff development meeting 1	Anticipated length of meeting: one full day.
-60	Staff development meeting 2	Anticipated length of meeting: one full day and one morning <i>or</i> one evening and one full day.
-30	Media usage request faxed to 972-580-2399	You will receive a faxed certificate before the start of the course to show the video.
-30	Staff development meeting 3	Anticipated length of meeting: one full day.
-30	Confirm 30 to 48 participants.	<ul style="list-style-type: none"> – Advise the assistant regional director of program of number of participants signed up. – Determine whether additional staff development is required.
-30	Mail Twenty Questions to participants.	See appendix for precourse assignment.
-15	Review staff readiness.	The course director and assistant Scoutmasters contact quartermasters, scribes, and troop guides.
-1	Staff members arrive at the program site.	Set up camp, review participants' data, assign participants to dens and patrols.
Day 1	Wood Badge course begins.	

Notes: Presentations during Wood Badge training are scheduled for 50 minutes. When modeling presentations during staff development meetings, allow 50 minutes. Following the staff guide, the topics to be completely presented during staff development meetings are Inclusiveness, Stages of Team Development, The Teaching EDGE™/The Leading EDGE™, and Leave a Legacy.

Present the following games during staff training: Front-End Alignment, Who-Me?, and Win All *You* Can. At staff training meetings, these games may be scheduled for smaller blocks of time than will be allotted during the course itself.

Staff Orientation

(120 days before the course begins)

Time	Action	Responsible Staff Members/Notes
	This is the first gathering of the full staff. The purpose is to begin developing the staff into a high-performance team.	
7:00 P.M.	Arrival—sign in, set up.	<ul style="list-style-type: none"> — Scribes and quartermasters are responsible. — Provide snacks and drinks.
7:15	Conduct welcome and introductions.	The course director and senior patrol leader are responsible.
7:30	Discuss expectations of staff members.	<ul style="list-style-type: none"> — The course director is responsible. — Discuss positive role modeling, living by the Scout Oath and Law, and participant satisfaction. — Briefly discuss the staff project to be prepared by troop guides. (More details will be given later, during the viewing of the video.)
7:45	Review the recruitment requirements and schedule.	<ul style="list-style-type: none"> — The course director is responsible. — Review the status of recruitment and next action items.
8:00	Show the video <i>Wood Badge for the 21st Century</i> .	<ul style="list-style-type: none"> — The course director is responsible. — Review the status of recruitment and next action items. — Show the promotional segment of the video, followed by segments featuring the central themes of Wood Badge. Pause the video after each segment to allow for group discussion. After the segment on “Models for Success,” stop the video for the 9 P.M. break.
9:00	Break.	During the 15-minute break, troop guides start developing ideas for the staff project.
9:15	Resume the video.	<ul style="list-style-type: none"> — The course director is responsible. — Stop the video after each segment for continued group discussion about each Wood Badge central theme.

9:45	Distribute the Wood Badge staff guide.	<ul style="list-style-type: none"> – The course director is responsible. – Explain that each staff member should read the entire staff guide and <i>Administrative Guide</i> before staff development meeting 1 (–120 days). – Staff members should review the Stages of Team Development, The Leading EDGE™, and The Teaching EDGE™ models in the National Youth Leadership Training syllabus (–90 days).
10:00	Question/answer session.	The course director is responsible.
10:30	Confirm assignments, sing “Back to Gilwell”; depart.	The course director is responsible.

Note: During discussion of the various segments of the video, the course director should establish expectations for staff members and expectations of the staff project and for the course as a whole. Troop guides will plan, develop, and produce the staff project and present it to the full Wood Badge staff during staff development meeting 3.

Staff Development Meeting 1

(90 days before the course begins)

Time	Action	Responsible Staff Members/ Notes
7:30 A.M.	Arrival—set up room, registration.	<ul style="list-style-type: none"> – Quartermasters and scribes are responsible. – Provide snacks and drinks.
7:45	Conduct welcome, review the day’s schedule.	<ul style="list-style-type: none"> – The course director is responsible.
8:00	Review the status of recruitment.	<ul style="list-style-type: none"> – The course director is responsible.
8:30	Question/answer session.	<ul style="list-style-type: none"> – The course director is responsible. – Review questions regarding the syllabus.
8:45	Conduct the Who Me? game.	<ul style="list-style-type: none"> – The course director is responsible. – Everyone participates.
9:30	Break.	
9:45	Conduct the Values, Mission, and Vision session.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session.
10:25	Show the “Communicating Well” DVD.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session.
10:55	Break.	
11:10	Conduct a session on logistics relating to conducting the Wood Badge course.	<ul style="list-style-type: none"> – The course director and quartermasters are responsible. – Discuss equipment, food and water needs, travel, health and safety, emergency procedures.

12:30 P.M. Brown bag lunch.

1:00 Review staff assignments.

Provide juice, water, coffee, tea.

- The course director is responsible.
- Discuss the importance of each staff member, individual responsibilities, requirements, and standards. Discuss role modeling, attitude, the Scout Oath and Law. Point out the need for teamwork and being accessible and open with participants.

1:30 Conduct the Team Development session.

- The course director or someone designated by the course director is responsible for this session.

– This is an overview of the model.

1:50 Conduct The Leading EDGE™/The Teaching EDGE™ session.

- The course director or someone designated by the course director is responsible for this session.

– This is an overview of the model.

2:20 Break.

2:30 Conduct the Project Planning session.

- The course director or someone designated by the course director is responsible for this session.

– This is an overview presentation.

3:20 Break.

3:30 Conduct the Front-End Alignment game.

- The course director is responsible.
- Everyone participates.

4:20 Break.

4:30 Review the schedule for days One and Two

- The course director is responsible.

5:00 Question/answer session.

- The course director is responsible.

5:30 Review assignments, sing “Back to Gilwell”; depart.

The course director and senior patrol leader are responsible.

Staff Development Meeting 2

(60 days before the course begins)

Day 1 Action

- 7:30 P.M. Arrival—sign in, set up room
- 7:45 Conduct a welcome and review the schedule.
- 8:00 Review recruitment procedures.
- 8:30 Discuss the daily newsletter, *The Gilwell Gazette*.
- 8:45 Conduct the *October Sky* session.
- 10:45 Cracker barrel.**
- 11:00 Lights out.**

Responsible Staff Members/Notes

- Quartermasters and scribes are responsible.
 - Provide snacks and drinks.
- The course director is responsible.
- The course director is responsible.
 - Have staff members present their reports.
 - Set plans for the next recruitment phase.
 - Scribes are responsible.
 - Distribute sample copies of *The Gilwell Gazette* and explain the production schedule for the first issue.
 - Discuss how to collect information for stories.
 - The course director or someone designated by the course director is responsible for this session.
 - This is an overview of the session.

Day 2

7:15 A.M. Breakfast.

- 7:50 Review the course for days One, Two, and Three.
- 8:30 Question/answer session covering days One, Two, and Three of the course.
- 9:00 Break.**
- 9:15 Practice the two ceremonies from the blue and gold banquet.
- 9:35 Practice the first Gilwell Field assembly.
- 10:00 Conduct the Win All *You Can* game.

- The course director is responsible.
 - The course director and senior patrol leader are responsible.
- The assistant Scoutmaster for program, course director, and senior patrol leader are responsible.
- The course director and senior patrol leader are responsible.
- The course director or someone designated by the course director is responsible for this session.
 - Because this is a dress rehearsal, the facilitator should utilize all materials that will be used during the actual Wood Badge course.

10:50 Break.

11:00 Discuss the opening luncheon for the Wood Badge course. Question/answer session covering days Three and Four of the course. The course director and senior patrol leader are responsible.

Noon Lunch.

1:00 P.M. Conduct *Generations in Scouting* session. — The course director or someone designated by the course director is responsible.

— All staff members participate.

2:00 Conduct an instructional campfire and discuss the Baden-Powell story. — The course director or someone designated by the course director is responsible for this session.

— Because this is a dress rehearsal, the facilitator should utilize all materials that will be used during the actual Wood Badge course.

3:00 Break.

3:15 Conduct *Leveraging Diversity Through Inclusiveness* session. The course director or someone designated by the course director is responsible.

4:00 Discuss the staff project. Question/answer session—general. The course director and entire staff are responsible.

4:30 Review assignments for recruitment, session development, equipment, and logistics. The course director and entire staff are responsible.

5:00 Make assignments, sing “Back to Gilwell”; depart. The course director and senior patrol leader are responsible.

Staff Development Meeting 3

This is the final training and development meeting for the staff.

(30 days before the course begins)

Day 1 Action

Responsible Staff Members/Notes

8:00 A.M. Arrival—set up room, registration. — Quartermasters and scribes are responsible. — Provide snacks and drinks.

8:15 Discuss the day’s agenda. The course director is responsible.

8:30 Review the status of recruitment efforts. The course director and staff members are responsible.

9:00 Conduct an overview of days Five and Six of the course. The course director is responsible.

9:30 Break.

9:45 Question/answer session covering days Five and Six of the course. The course director and staff members are responsible.

10:15 Question/answer session covering days One through Six of the course. The course director is responsible.

11:00	Question/answer session related to the four sessions.	Review Stages of Team Development, The Leading EDGE™/The Teaching EDGE™, and Project Planning sessions.
11:30	Discuss equipment needs and logistics of the Wood Badge course.	Quartermasters are responsible.
Noon	Lunch.	
1:00 P.M.	Discuss health and safety issues.	<ul style="list-style-type: none"> – The course director is responsible. – Discuss requirements for a fully safe experience. – Identify any concerns and determine remedies.
1:15	Review schedules for days Four through Six of the Wood Badge course and interim patrol meetings.	<ul style="list-style-type: none"> – The course director and staff members are responsible. – Review in detail the overnight experience (including locations of patrol sites and the troop assembly area, the return of the staff, and communications and safety requirements). – Review the closing luncheon and summary session.
2:30	Question/answer session.	The course director, assistant Scoutmaster, and senior patrol leader are responsible.
2:45	Break.	
3:00	Conduct the Leaving a Legacy session.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session. – Because this is a dress rehearsal, the facilitator should utilize all materials that will be used during the actual Wood Badge course.
3:50	Finalize any remaining issues/details.	<ul style="list-style-type: none"> – The course director is responsible. – Include awarding the third Wood Badge bead to any new staff members.
4:45	Share the final challenge for excellence with staff members.	The course director is responsible.
5:00	Present assignments, sing “Back to Gilwell”; depart.	

Letter to the Senior Patrol Leader

(Print on council letterhead.)

Thank you for accepting the position of senior patrol leader for our Wood Badge course. This is an important position because of the positive impressions you can have on each participant and staff member. Of even more importance is that you will help shape the way Scouters lead kids to have more fun, learn more, and become better citizens. This is a big role and one I am sure you will enjoy and do well.

Here's what success might look like for your position:

- The participants will be looking to you for examples of how to do things the right way. Properly wearing your uniform, being aware of your mannerisms, and using clear communication skills each will help. Humor can be a wonderful tool to help people understand what they need to know and do and, on occasion, to relieve stressful situations.
- The schedule is in your hands. You need to balance the work that needs to get done with the flexibility to make adjustments to allow for more or better learning to take place and fun to be consistent.
- The benefit of really getting to know each of the staff members and participants will help set the example of how leaders perform in packs, troops and crews. You'll need to determine that fine line between being friendly, courteous, and kind and getting the job done.
- The quality of the patrol projects is up to you. I encourage you to set the bar high by setting clear expectations and requirements, actively listening, and regularly encouraging and not accepting less than "doing my best." The best is often higher than originally thought or expected.
- The completion of each ticket can be helped by your leadership. Encouraging realistic goals and timelines will help ensure completion by a high percentage of the participants.

Lastly, keep in mind that most everyone will remember the senior patrol leader of "their" Wood Badge course. Your every action will be an opportunity for you to demonstrate how this position is to be done. I'm sure they'll have only positive thoughts about how you did the job.

Best wishes,

Course Director

Letter to the Scribe

(Print on council letterhead.)

Thank you for accepting the position of scribe for our Wood Badge course. Good communication skills are essential to achieving top performance by individuals and teams. As scribe, you are in a unique position to help this course be a very good experience for the staff and the participants.

Here's what success might look like for your position:

- You have the opportunity to set the stage for good communications and high morale by your attitude. Being helpful, friendly, courteous, and kind should do the trick.
- Being accessible can send a strong message about your willingness to help the participants learn and have a good experience.
- Actively listening and encouraging participants as they complete the patrol projects and other assignments will go a long way toward making the course successful for all.
- Producing and delivering the *Gilwell Gazette* on time and with high quality will help the participants stay informed and will help develop good morale. Clear requirements about when you need articles will help establish the standard of excellence for your position.

You have my full confidence and support to help you be successful. At the end of the day, kids will be the beneficiaries of your good work. I am sure you'll do a very good job.

Best wishes,

Course Director

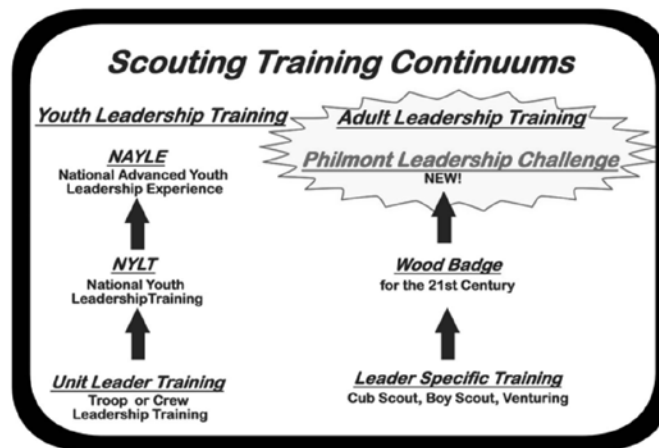


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