

A HISTORY OF WOOD BADGE IN THE UNITED STATES



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BOY SCOUTS OF AMERICA

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Contents

4	A Message From the Chief	53	The Variations and the Future
5	Introduction	53	Explorer Wood Badge
7	What Is Wood Badge?	53	Weekend Courses
8	Wood Badge and Gilwell	55	Women in Wood Badge
11	What is Wood Badge?	55	Regional Administration
13	Wood Badge Beginnings in the United States	56	Cub Scout Trainer Wood Badge
15	The First Try—Schiff, 1936	56	Volunteer Training Division
20	The First U.S. Wood Badge Course—Schiff, 1948	57	Conclusion
27	The Second Wood Badge Course—Philmont, 1948	61	Appendix
28	The First Assessment	63	Appendix A. Description of the 1948 Schiff Wood Badge
31	The First 2 Decades, 1948–68	67	Appendix B. List of Early Deputy Camp Chiefs of the BSA, 1948–59
32	The Growth of Wood Badge	69	Appendix C. List of Local Council Courses, 1953–58
34	The Camp Chief Comments	71	Appendix D. Theoretical Questions Used for Explorer, Local Scouter, and National Wood Badge Courses Prior to 1972
39	Administration and Quality Control of Wood Badge, 1948–74	85	Appendix E. Poems, Songs, Humorous Letters, and Newsletters
39	Volunteer Training Service	100	My Personal Wood Badge History
39	Local and National Courses		
41	Staff Authorization		
42	Qualifications of Deputy Camp Chiefs		
45	The Third Decade—Leadership Development		
45	The Beginning—White Stag		
46	BSA Experiments		
49	Leadership Development Courses—The Initial Evaluation		



BOY SCOUTS OF AMERICA

National Office
1325 Walnut Hill Lane
P.O. Box 152079, Irving, Texas 75015-2079
214-580-2000



A Message from the Chief

Wood Badge is an important part of our movement. It is a symbol of service. Wood Badge prepares leaders for success after success in helping young people reach their full potential.

The first experimental Wood Badge course was brought to us in 1936 by our British friends. In 1948 we conducted our own official Boy Scouts of America course. From that time, Wood Badge has helped thousands of men and women each year discover and use their leadership skills and commit themselves to even greater service to Scouting.

As you take part in Wood Badge you can sense the pride and dedication of our founders. You can take personal pride in Scouting as you record your history and make it part of the history of Wood Badge in the United States.

Thank you for what you are doing for the youth of our nation.

A handwritten signature in cursive script that reads "Ben H. Love".

Ben H. Love

Chief Scout Executive

INTRODUCTION



This brief history of Wood Badge in the Boy Scouts of America was inspired by Frank W. Braden's fellowship thesis completed as part of his professional training in 1958. In that paper, "The Development of Wood Badge Training in the United States of America," he carried the story through 1958. Though a few copies of that thesis have circulated among Wood Badgers since it was first written, the information is not widely known. In 1976, Kenneth P. Davis, a Wood Badge Scouter from Alexandria, Va., was introduced to the Braden thesis. A historian by training, Davis proposed that the Wood Badge story, begun by Braden, be updated and published so that the many Wood Badge trained Scouters in the United States would be aware of the heritage of this unique form of training. Moreover, a more-detailed history of Wood Badge seemed appropriate for use at Wood Badge courses for information and inspiration of those attending. For those reasons, this project was proposed to the national Program Development Committee (then a subcommittee of the Boy Scout Committee) in February 1977. At the urging of Richard J. Sanders, Sr., chairman of the subcommittee, and Walter Hasbrook of the Boy Scout Division, the committee approved Davis proceeding to develop this story with the idea that it would be reproduced in an inexpensive format for sale by the Boy Scouts of America.

As in any project of this nature, there are numerous acknowledgments to be made to all those who were so helpful in putting together the story. First, were it not for Frank Braden's thesis, the idea would have never come to mind. Frank was also helpful on other details. Parts of his thesis have been used verbatim (particularly in chapters 2 and 3) without crediting him directly. Others who were helpful were those most familiar with the various parts of the Wood Badge story, including Don Barnett, Gene

Bowden, and George Bett, all formerly with the Volunteer Training Service, and John Larson, who was largely responsible for the development of the leadership development (LD) approach to training in the Boy Scouts of America. No Wood Badge story would be complete, of course, without the insight and knowledge of William "Green Bar Bill" Hillcourt who was for years a program specialist for the BSA and was our first deputy camp chief and Wood Badge course director in the United States. Hillcourt read several drafts of this entire story and provided a redraft of chapter 2 giving additional insight into the early Wood Badge days with which he is so familiar. Annalise Kruger of the national office who handled all Wood Badge records for a number of years and Ann Marie Deri, a BSA Records Management official, who provided many hints, copies of materials, and suggestions were also helpful.

We must also thank Dick Sanders of Chicago and Glenn Fowler of Albuquerque, the two key training Scouters who never let this project fade from the national scene. In the early days, Walter Hasbrook of the Boy Scout Division and in more recent times Earle W. Peterson, who took over the project, were the professionals who made this project happen. Finally, it was Ken Davis who conceived of this project, did most of the research for the later years of the story, and wrote and rewrote the early drafts of the entire history. In the end, however, if this short work deserves any form of dedication, it must be dedicated to the thousands of Wood Badgers in the United States who, since 1948, have with great skill and enthusiasm applied their knowledge of Scouting to see that each succeeding generation of Americans has the character and fitness to accept their responsibility as citizens. Because such a task is never completed, the Wood Badge story will continue as well.

"IN MY DREAMS I'M GOING BACK TO GILWELL"

In my dreams I'm going back to Gilwell
To the joys and the happiness I found
On those grand week-ends
With my dear old friends
And see the Training Ground.
Oh, the grass is greener back in Gilwell,
And I breathe again that Scouting air,
And in memory, I see B.-P.,
Who never will be far from there.

*From the musical play,
"We Live Forever," by RALPH READER.*



**Lord Robert S. S. Baden-Powell of Gilwell,
the founder of Scouting and Wood Badge**



WHAT IS WOOD BADGE?



he pioneers of Scouting realized that it was not enough that boys keenly desired to be Scouts, but also that leaders must be trained. In fact, it is probable that this urgent need for the training of leaders prompted the early organization of districts and councils throughout this country as well as in Great Britain.



Dr. James E. West, the first Chief Scout Executive of BSA

General Sir Rob Lockhart, the deputy chief Scout of the British Boy Scouts Association said in 1954:

"Training is something which is absolutely vital, interesting, and important to every Scouter. Because our movement is, after all, a training movement . . . in every training course of Scouters, great stress is very rightly and properly laid on the Spirit of Scouting. The *Spirit of Scouting*, more than

any spirit of any other kind, is not something that can be taught; it can be absorbed and acquired through living with people who show it forth in their lives and in an atmosphere of that spirit."

In the very beginning, then, our early Scouters recognized the desirability, even the



Daniel Carter Beard and Baden-Powell

urgency, that leaders know their goals and how to achieve them—that they be trained. Dr. James E. West, America's first Chief Scout Executive, who held the post for more than 33 years, defined this problem when asked to name the three things Scouting needed most. He replied, "Training, training, training!"

Wood Badge and Gilwell

The International Center of Scout Leader Training is Gilwell Park on the edge of Epping Forest near London, England. This beautiful Scout reservation was the gift of District Commissioner W. DuBois Maclaren to the Boy Scout Association in 1919. It is maintained by the British Boy Scout Association. It has become the "Home of Scouting" and is where Wood Badge had its start. Since July 25, 1919, thousands of Scouters from throughout the world have come to Gilwell for training and have caught the spark and spirit of Scouting.



The Barn at Gilwell



The Hall at Gilwell



Chief Dinizulu



The symbol of Wood Badge training is two little wooden beads—"intrinsically a valueless combination of two pieces of wood hung on a boot lace!" But it is priceless to those who have experienced Wood Badge and caught its spirit. It is the symbol of the universality of Scouting and Gilwell training. The two beads themselves are copies of those reported to have been taken from a necklace which General Baden-Powell captured from Chief Dinizulu dur-

ing his African campaigns some 10 years before the siege of Mafeking. The Gilwell neckerchief displays the tartan of the clan Maclaren, to commemorate in perpetuity the generosity of Gilwell's donor. The ax and log is the camp emblem or "totem" of Gilwell.

Wrote one American Scouter after his first experience at Gilwell Park:

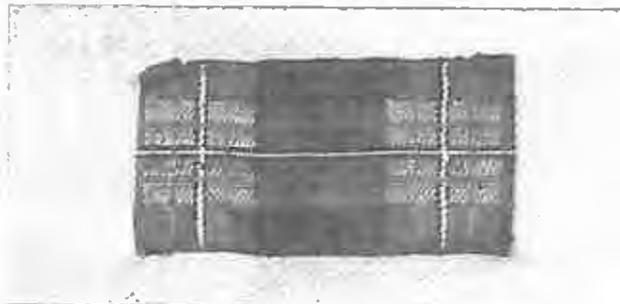
" . . . One hundred acres rich in tradition and history. Much impressed, not particularly by the physical aspects or the mental challenge, but by the spirit. Gilwell is a spirit; one feels it—the place is small by American standards, parts of it are even homely, but that spirit is beautiful, for this

is the center of world Scouting—it is characterized by genuine fellowship and mutual understanding of the common goals of our movement . . . I came away assured that here men are genuinely concerned about what we teach boys and, therefore, *how* we teach leaders of boys . . . I came away proud of what we are doing in America cognizant that we have some of the finest leadership and the greatest resources in the world."



Credit Philip Gimver

The woggle (top) and Maclaren tartan worn with the Wood Badge neckerchief



The first Wood Badge course was held at Gilwell in England.

The following are resolutions concerning Gilwell and Wood Badge arising out of the post-war International Conference meetings:

(1947) A further resolution welcomes the assurance from the Chief Scout of the British Commonwealth and Empire that Gilwell Park will continue to be maintained as an International as well as a National Training Center, and that the International Bureau will be associated with its international functions.

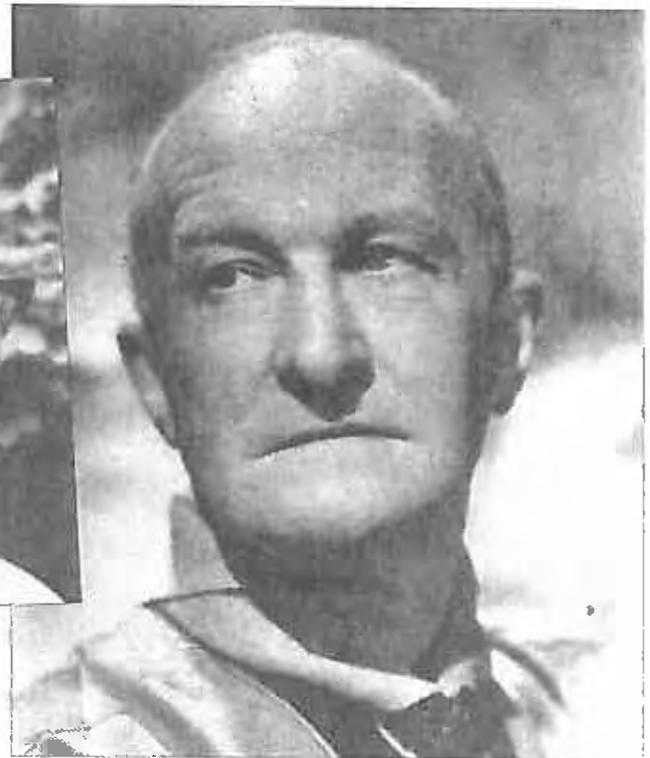
(1951) The Boy Scouts Thirteenth International Conference meeting at Salsburg, Austria, in August, records its firm belief in the immense value of Wood Badge Training both for the training of Scouters and for assuring unified Scouting in the future. The conference further affirms its belief in the principles applied through this training at Gilwell Park as a National and International Training Center.

(1955) Gilwell Team—The conference expressed its most cordial appreciation of the excellent service being rendered to International Scouting by the Camp Chief of Gilwell Park, Mr. John Thurman, the staff of Gilwell and all members of the International Gilwell Training team.

(1957) The conference reaffirms its belief in the vital importance to the movement of leadership training and notes with great pleasure the increasing scale of Wood Badge training in many countries and its extension to still more member countries. The conference records its sincere gratitude to all members of the International Gilwell Training Team for their most valuable work in fostering the true spirit of Scouting, in maintaining its fundamental methods, and in promoting a high standard of Scoutcraft.



John Thurman (left) and John Skinner Wilson, third and second Camp Chiefs of Gilwell Park



What is Wood Badge?

Well, a brief description would be that it is a training course for Scouters which finally results in their receiving a certificate, a special neckerchief, a leather slide, and two small wooden beads on a leather thong. Lord Baden-Powell, the founder of Scouting, directed the first course in 1919 and gave each of the participants one of the beads which he had captured from the African chieftain. Thus did the course name develop, for its symbol was literally a badge of wood.

Wood Badge is, further, Scouting's premier training course. Baden-Powell designed it so that Scouters could learn, in as practical a way as possible, the skills and methods of Scouting. It is first and foremost, learning by doing. The members of the course are formed into patrols and these into a troop and the entire troop lives in the out-of-doors for a week, camping, cooking their own meals, and practicing Scout skills.



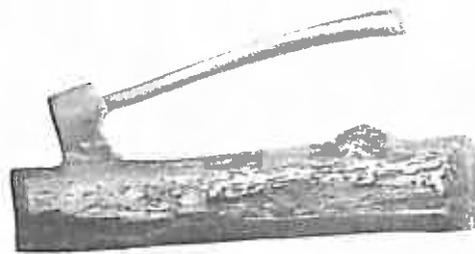
The uniqueness of Scouting is the patrol method. The use of the natural gang of six or eight boys who elect their own leader and plan and carry out many of their own activities is a democracy in microcosm. Here young men learn the give and take of working with people as they must surely do all their lives. Here, too, they are given leadership and learning opportunities which prepare them for their future roles as citizens. It is for this reason that it is so crucial that all adults understand thoroughly the patrol method.

Thus it was that Baden-Powell developed a practical course built around the operation of a troop and its patrols. Yet this is only the most well-known of three parts in the entire Wood Badge experience. The practical course—the week in the out-of-doors—was originally scheduled to follow a “theoretical” part 1 which consisted of answering a series of questions about the aims and methods of the Scouting program. Part 3 then followed the practical course and required a 6-month application period while the Scouter practiced in his home Scouting situation what he had learned in parts 1 and 2. In actual practice, once Wood Badge became available in the United States, the theoretical questions and the application were carried out simultaneously after the practical course was taken.

But Wood Badge is more than just mechanical course work. Wood Badge is the embodiment of Scouting spirit. Like many intense training experiences, it has always relied on a busy schedule forcing the participants to work together, to organize and to develop an enthusiasm and team spirit to accomplish the tasks and challenges placed before them. Carried out in a context of Scouting ideals and service to young people, the course brings out a deep dedication and spirit of brotherhood and fellowship in most participants. Certainly, were it not for the common goal of the movement and its program for young people, it would be hard to get grown men and women to endure the 16-hour days required by a program that runs from early morning to late at night.

The course is designed to be a highlight—"a mountaintop experience"—for the participants. Careful planning and strict attention to detail provides a physical/logistic support and program second to none. Add to this a thoroughly prepared and enthusiastic staff and it is little wonder that most Scouters return from Wood Badge inspired and prepared to do an even better job of providing Scouting to boys.

In addition to a fine course, all the traditions and heritage of Scouting are stressed and used to inspire those attending. Wood Badge in one form



or another is used throughout the Scouting world. Tens of thousands of Scouters proudly wear the Gilwell neckerchief, woggle, and beads of Wood Badge-trained leaders. Because it was begun by Baden-Powell in England in 1919, it is clearly backed by the finest thought and tradition of the founder and thus carries with it great prestige. Wood Badge is, then, a great force for world brotherhood, for though it uses the local traditions in each country, it emphasizes the international aspects of the movement and the heritage of Baden-Powell and Gilwell Park.

WOOD BADGE BEGINNINGS IN THE UNITED STATES



he United States owes much to its English cousins. Certainly a part of that debt is Wood Badge training. However, for many, many years in the early years of Scouting in the United States there appeared to be little appreciation of the contribution of the British to our Scouting. We had rightly, we supposed, adopted an attitude that we must stand on our own feet—that Americans and Englishmen are different, and our Scouting must have its differences.

There had been an early attempt to have Wood Badge explained to American Scouters. At the instigation of Walter W. Head—member

of the national Executive Board and later President of the Boy Scouts of America—the first camp chief of Gilwell Park, Francis Gidney, was invited to come to the United States in 1922. He, with a couple of other guests from abroad, was to bring a breath of world friendship to the Second Biennial Conference of Scout executives at Blue Ridge, N.C. He demonstrated some of the Scoutcraft tricks he had introduced into Scout training in Gilwell Park. He became a popular character at the conference—but as an entertainer rather than an educator.

During the following years, several American Scouters made the long trek to Gilwell Park to take the British Scoutmaster Wood Badge courses. Some did this while in England for participation in the Third International Jamboree at Arrow Park, 1929, before returning to the United States. Among them was Gunnar H. Berg, then assistant director of Volunteer Training, and William C. Wessel, assistant director of Camping. They went through the practical, 1-week training course and reported on their experience when they got home. But the prevailing attitude in this country was that we could not do it that way here—that men here in this busy America would not take 8 days from their busy lives and give them to their training in the out-of-doors. At least this was the unofficial attitude.

It took a Baden-Powell world trip to bring the first real try the introduction of Wood Badge



Baden-Powell with Francis "Skipper" Gidney, the first Camp Chief of Gilwell Park

training to the United States. Lord and Lady Baden-Powell left England on October 27, 1934, and went, by sea, to Melbourne, Australia, to take part in the Australian Jamboree, held in Frankston in December. After the jamboree they visited various Pacific islands, and traveled through Canada and the United States. On their arrival in New York, they were whisked out to Mendham, N.J., to spend August 15 and 16, 1935, at Schiff Scout Reservation.

Chief Scout Executive James E. West took Baden-Powell on a tour of the reservation. B-P was impressed: 470 acres against the 57 acres of Gilwell Park! When he spoke before the National Training School in session at the time, he extolled the importance of Schiff. "Here," he said, "pick up the spirit of Scouting. From here let that spirit permeate the land." He went on to stress the importance of the kind of training that Schiff could provide all dedicated Scouters. He was sowing a seed.

From Schiff, the Baden-Powells went on to a luncheon in New York for 500 specially invited guests and for luncheon in the White House with Franklin Delano Roosevelt. They then sailed for England. Within 24 hours after arriving home, Baden-Powell was on his way, with his aide, John Skinner Wilson, the second camp chief of Gilwell Park, for the second World Rover Moot and the eighth International Boy Scout Conference in Stockholm, Sweden.

At the Stockholm conference, the Boy Scouts of America delegation was led by Walter

W. Head, who had become President of the Boy Scouts of America in 1931, following the untimely death—within 2 months of his selection—of Mortimer L. Schiff.

Head—one of the most action-oriented of all BSA Presidents—had two problems on his mind: Training and Rovering, a senior Scout program developed by Baden-Powell and half-heartedly adopted by the Executive Board 2 years before. Head sought the advice of Baden-Powell. A meeting was arranged with B-P, Wilson, and James E. West—also a delegate to the conference. The outcome was an invitation for



Baden-Powell, Dan Beard, and James E. West at Baden-Powell's home, Pax Hill, in England



Baden-Powell and West at Schiff Scout Reservation



James E. West, in dress uniform, visits the Rover Wood Badge course in 1936. John Skinner Wilson (second from West's left) explains the tracks in the tracking pit.

Hillcourt Archives

Wilson to come to the United States for a 3-month visit the following year. He was to conduct a Rover Scout seminar at the Sixth Biennial Conference of Scout Executives at French Lick Springs, Ind., in March 1936, and a Rover Scout Wood Badge course and a Scout Wood Badge course in May and June at Schiff Scout Reservation. It was agreed that he should bring an assistant along. He eventually selected Richard A. Frost, who, after graduating at Oxford, had attended Harvard. Frost was a Gilwell deputy camp chief who had assisted Wilson in several courses.

The First Try—Schiff 1936

Upon his return from the Stockholm conference, West assigned to E. Urner Goodman, director of the Program Division since 1931, the responsibility for lining up the two proposed courses to be run at Schiff in 1936, to arrange for the recruiting of participants, and to determine which national staff members should take part to ensure the greatest possible benefit from the project. Judson P. Freeman, director of Schiff Scout Reservation, was named liaison to provide the physical arrangements.

During the spring of 1936, letters were sent to nearby local councils with invitations for them to submit recommendations of possible candidates. After many consultations within the

The complete roster of the two courses, directed by John Skinner Wilson, consisted of the following:

**Rover Scout Wood Badge
Schiff Scout Reservation, May 12-20, 1936**

<i>Burnham Patrol</i>	<i>Lewis and Clark Patrol</i>	<i>Kimo Wilder Patrol</i>
Phillip Emerson	H. W. Benson	Gale C. Frost
Robert G. Henderson	Gunnar H. Berg	Thomas W. Geddes
William Hillcourt	Frank W. Braden	Thomas J. Keane
F. N. Kniskern	Col. G. Barnett Glover	Paul V. Leyda
James M. Shorts	E. D. Alton Partridge	L. L. MacDonald
R. Mason Woolford	Paul R. Stockham	Carl K. Meltzer
	Ernest E. Voss	John J. Sigwald Wilson

Troop Staff

Rover Scoutmaster: John Skinner Wilson, camp chief, Gilwell Park
 Rover Assistant: Richard A. Frost, DCC, Gilwell Park
 Liaison and Supplies: Judson P. Freeman, director, Schiff Scout Reservation

**Scout Wood Badge
Schiff Scout Reservation, May 24-June 3, 1936**

<i>Owl Patrol</i>	<i>Woodpecker Patrol</i>	<i>Woodpigeon Patrol</i>
Russell Freeman	Par Danforth	Fred Bosbyshell
Gale C. Frost	Morse V. Lowerre	Herman Brandmiller
Ray Mutchen	James C. Pyle	Clarence Doud
Ernest E. Voss	Charles F. Smith	L. L. MacDonald
R. Mason Woolford	Chester R. Seymour	?*
Ray O. Wyland	?*	?*
?*	?*	?*

Patrol Unknown: Neal G. Dixon, Ben Roseto, R. Lynch, E. F. Murl, H. A. Van Vleck, Don Morrison*

Troop Staff

Scoutmaster: John Skinner Wilson, camp chief, Gilwell Park
 Assistant Scoutmaster: Richard A. Frost, DCC, Gilwell Park
 Troop Leader and "Dogsbody:" William Hillcourt
 Commissary, Supplies, and Special Assistant: Gunnar H. Berg

national office, a number of national staff members were named to take the two courses.

Because of the importance of familiarizing the national staff of the Boy Scouts of America with Baden-Powell's Rovering program for senior Scouts, the Rover Scout course had a high percentage of national staff members involved in the program's development and promotion: Dr. Ray O. Wyland, national director of Education, and his assistant, Charles F. Smith, author of *Games and Recreational Methods*; Thomas J. Keane, director of senior Scouting, and his assistant, Frank W. Braden; E. D. Alton Partridge, director of Research and Program Development; Gunnar H. Berg, director of Training; L. L. MacDonald, director of Camping; and William "Green Bar Bill" Hillcourt, assistant editor of *Boys' Life* magazine.

Six national staff members were assigned to the Boy Scout Wood Badge course that fol-

lowed the Rover Scout course—four repeaters: Dr. Ray O. Wyland, Charles F. Smith, Gunnar H. Berg, William Hillcourt—and two junior members; James C. Pyle, assistant director of Camping, and Morse V. Lowerre, assistant director of Rural Scouting.

The *Rover Scout Course* went off without a hitch. The participants were divided into three patrols and led a simple patrol camping life. Because Rovering was still a fluid program, with few traditions behind it, much of the time was spent in discussions for the clarification of Baden-Powell's ideas, as expressed in his book, *Rovering to Success*.

For the Scout Wood Badge Course, Wilson had been asked to present the program precisely the way it was presented, at that time, at Gilwell Park. He "followed the book" exactly. For people who did not know him too well, John Skinner Wilson was a formidable character—a



Credit: Commander Thomas J. Keane

- | | | | | |
|---------------------------|-----------------------------|----------------------|-------------------------|----------------------|
| 1. Phillip Emerson | 6. Col. John Skinner Wilson | 11. Frank W. Braden | 17. Robert G. Henderson | 22. L. L. McDonald |
| 2. Col. G. Barnett Glover | 7. Judson P. Freeman | 12. Paul R. Stockham | 18. R. Mason Woolford | 23. Thomas W. Geddes |
| 3. H. W. Benson | 8. Thomas J. Keane | 13. E. D. Partridge | 19. William Hillcourt | 24. Paul V. Leyda |
| 4. Ernest E. Voss | 9. Carl K. Meltzer | 14. Gunnar H. Berg | 20. F. M. Kniskern | |
| 5. Richard A. Frost | 10. Gale C. Frost | 15. James M. Shorts | 21. John J. Sigwald | |



Hillcourt Arc

William "Green Bar Bill" Hillcourt, left, and John Skinner Wilson at the 1936 Wood Badge course. Hillcourt served as troop leader and dog's-body (in American English: senior patrol leader and "man-of-all-work"). Wilson was Gilwell Camp Chief and served as Scoutmaster of the first course.

The kitchen of the Owl Patrol of the Scout Wood Badge course at Schiff 1936. Standing in the background are Ray O. Hyland, national director of Education, and Russell Freeman, son of Jud Freeman, director of the Schiff Scout Reservation.

Hillcourt Archives



Hillcourt Archives

Dick Frost of England, assistant to John Skinner Wilson, holding forth in the campfire circle, to the assembled multitude of Scouters of the Scout Wood Badge course of 1936.



Hillcourt Archives

At the Rover Wood Badge course, the Gilwell Camp Chief staged a Rover Investiture with Bill Hillcourt the victim.

"dour Scot," known to his conferees as "The Sphinx." His presentation of Scouting principles and the various Scoutcraft skills were clear-cut and to the point and not subject to discussion. Most of those taking part in the course took Wilson in their stride. There were a few, however, who chafed at the lack of opportunity to express themselves and who wanted more learning exchange between the talented Scouters taking the course. This British lecture approach seemed to be a liability to some course members.

too strict in its emphasis on notebook keeping and "spare-time activities," too demanding in its insistence upon participants giving up more than a week of their summer vacations. At the post mortem conference that followed in the national office, it was "thumbs down" on Wood Badge. Apparently the experiment was a failure—"it just wouldn't work here." Little was heard of Wood Badge in America for another decade.



First American Scout Wood Badge, May 24–June 3, 1936, Schiff Scout Reservation. Kneeling: R. Mason Woolford, Ernest Voss, Gale C. Frost, Charles F. Smith, Morse Lowery, E. F. Murl, Herman Brandmiller, R. Lynch, James Pyle, Lawrence Danforth, Ben Rosato, Neal G. Dixon, Fred Bosbyshell, Seated: Russ Freeman, Don Morrison, Ray O. Wyland, Raymond Mutchler, William Hillcourt, SPL, Richard Frost, ASM, John Skinner Wilson, SM, Gunnar H. Berg, QM, Judson P. Freeman (guest), director, Schiff, Clarence Doud, Chester Seymour, H. A. Van Vleck, L. L. MacDonald

In addition, the housekeeping proved cumbersome. The Gilwell Park menus were followed to the letter. Boiled leg of lamb one day ("simmer gently for 2 hours"), grilled steak with boiled rice another ("it would be well to put the rice in water at breakfast time to allow it to soak all day"), boiled ham for still another supper ("allow twenty minutes simmering for each pound of meat"), steamed pork chops ("boil for 2 hours").

The Scout Wood Badge course had been an enjoyable experience for the volunteers who had taken part—less so for the national staff members. The course had been too "British,"

But that experiment of 1936 was certainly *not* a failure, for there persisted among some of those now initiated and "bitten" by Wood Badge a feeling that this training was greatly needed in the United States and we could do it. It was felt, however, that it must be run by our own leaders, using the American variety of Scouting.

Before anything further could develop, a world war intervened. Manpower training was diverted toward the winning of a war. Gas rationing made wide traveling impossible. Schiff Scout Reservation—the logical locale for Wood Badge training—was closed to conferences and special courses for the duration.

The First U.S. Wood Badge Course—Schiff, 1948

After the war, a number of changes contributed to Wood Badge becoming a permanent part of the American Scouting scene. John Thurman had now become the camp chief of Gilwell and was eager that the Boy Scouts of America join the international team and adapt Wood Badge to American Scouter training needs.

The Boy Scouts of America had a new Chief Scout Executive following the retirement of Dr. James E. West. This new chief was Dr. Elbert K. Fretwell of Columbia University—long-time educator, member of the national Executive Board, Scouter extraordinary, and training enthusiast. After a time, he was prevailed upon to permit a few members of the Program Division and the Volunteer Training Service to consider a national Wood Badge course in the United States. But Chief Fretwell, like his predecessor, would have to be shown. Though he thought he favored it, he wasn't sure, but he was open-minded on the subject. Those assigned to direct and operate the course knew



Elbert K. Fretwell

it would have to be good—it would have to be applicable to our training needs in the United States. It must be the best America had ever seen. This experiment was to be the "real thing." The advocates of Wood Badge knew that it had to succeed if Wood badge were ever to have a chance as a part of the BSA.

Early in 1948, Fretwell appointed a small committee of four national staff members to get Wood Badge training under way: Frank W. Braden, assistant director of the Program Division and national coordinator of Training; William E. Lawrence, director of the Boy Scouting Service; Joseph M. Thomas, assistant director of Volunteer Training; and William Hillcourt, national director of Scoutcraft.

It was decided from the start that two courses should be run during the summer of 1948—the first to be held at Schiff Scout Reservation, the second at Philmont Scout Ranch.

The leadership situation took care of itself. According to international rules, only one national staff member was eligible as Scoutmaster: William Hillcourt. He had received his Wood Badge beads in 1939, and had acted in a leadership capacity in John Skinner Wilson's Scout Wood Badge course in 1936. Consequently, an application was made to the Boy Scout International Bureau for Hillcourt's designation as "Deputy Camp Chief of the United States." It was received on March 11, 1948, signed by Wilson, now the director of the Boy Scouts International Bureau, and countersigned by Elbert K. Fretwell. Hillcourt's assistant was to be Joseph M. Thomas, who had taken practical Wood Badge in Canada and earned his beads before the opening of the Schiff course. Braden, Lawrence, and others were to "work into leadership positions in such a manner as will make it possible for them to complete the work and receive certificates."

The syllabus was put into the hands of Hillcourt, Thomas, and Lawrence. They quickly decided that the course should cover all the recently "realigned" basic Boy Scout requirements from Tenderfoot to First Class, as presented in the *Handbook for Boys*. It should also

cover the patrol work described in the *Handbook for Patrol Leaders* and the troop organization and activities of the *Handbook for Scoutmasters*. The new *Scout Field Book* would be the source of advanced Scoutcraft. And each student would receive a copy of the World Brotherhood Edition of Baden-Powell's *Aids to Scoutmastership* to be studied in advance, to familiarize himself with the principles of the Scout movement.



The Wood Badge syllabus of Gilwell Park and of several overseas Scout organizations were reviewed. Lectures and extended instruction were eliminated. As Joe Thomas was to say later, "Our major change in the course was the emphasis on doing rather than lecturing."

Out of the deliberations of these three Scouters came a truly American Wood Badge syllabus.

The organization and working of the Wood Badge troop was strictly American. The Boy Scouts of America interpretation of the patrol method was used to its fullest extent. The patrol names picked were of birds and animals found in every state of the Union: Eagle, Bob White, Fox and Beaver. The patrols designed and made their own flags instead of depending on the store-bought variety. The use

of patrol totems and signatures was introduced. So was the singing of the "Back to Gilwell" song with mention of each patrol. The participants, in turn, became patrol leaders for a day, and were installed at a proper installation ceremony. The patrol leaders' council met daily and conducted the daily inspection. The senior patrol leader assumed his function as the main troop leader. The "special assistants" handled historical and organizational subjects in short campfire talks. They also acted as game leaders and contest judges.

At one point or another, each of the basic Scout requirements was introduced. The handling of the U.S. flag and its history was covered in the morning, as a historical flag was hoisted next to the U.S. flag and the Gilwell flag—hence the three flagpoles of Wood Badge. Other Scout requirements were covered in learning-by-doing periods in the morning, followed by an afternoon climax event in the subject. The unsupervised patrol hike and overnight camp were made a major feature.



William Hillcourt, better known as "Green Bar Bill," first deputy camp chief of the Boy Scouts of America. From an early color shot of him as Scoutmaster of Wood Badge Course 1, Mortimer L. Schiff Scout Reservation, July 21 to August 8, 1948.

Hillcourt Archives

THE FIRST AMERICAN WOOD BADGE AT SCHIFF JULY 31-AUGUST 8, 1948



First Fox Patrol



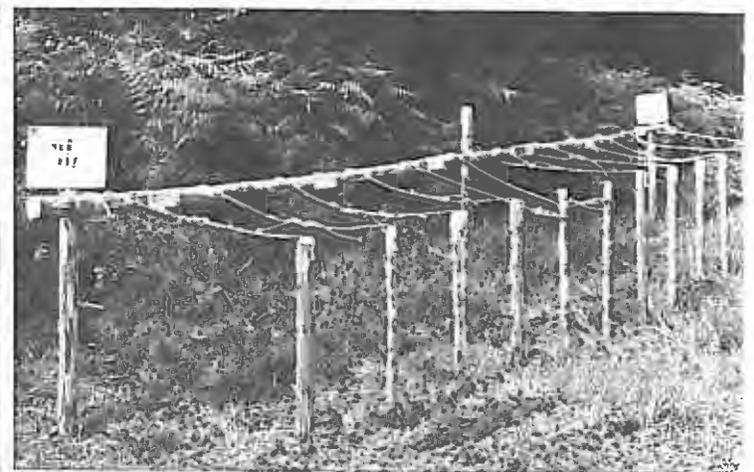
Scoutmaster Hillcourt instructing



Beaver Patrol Builds Coracles



Now the Foxes Try It



Early Training Methods Are Still Used Today

Flag Ceremony at Gilwell Field

The patrols took turns acting as program patrol—with a kudu horn for its special designation—and service patrol—designated by a camp spade. After the staff had run an ideal troop meeting and an ideal campfire, the program patrol of the day was challenged to do an even better job. After the staff had policed the campsite and had laid a perfect campfire, the service patrol was to outdo the staff.

And there were other special American features: the cracker barrel after every evening event, during which the men could relax and talk over the day's happenings; the rotation of staff members as guests at meals that gave the staff an opportunity to know each of the men, who had answers for many of their questions; the Tenderfoot investiture and the First Class court of honor; the Wood Badge "feast" that became a gastronomical highlight; and the final ceremonial campfire with its high emotional impact.

With all the features decided upon, Hillcourt was given the responsibility of putting the syllabus into its final form. The mimeograph machine in his office in the old Schiff horse barn ran overtime—even at night during the actual course so that printed sheets would be ready for the next day's program.

In the meantime, the preparation of the Gilwell campsite and the troop room went ahead. Members of Troop 1, from the nearby village of Mendham, N.J., cleared the campsite and installed the "magic" campfire lighting, the mystery of which was never divulged. The son of Howard Paulson, director of Schiff Scout Reservation, painted the patrol friezes in the meeting room, and the Mendham troop built the patrol furniture. Members of the Schiff staff handled the commissary. They followed the menus in the *Handbook for Patrol Leaders*, modified to provide a steady supply of steaming coffee and a plentiful diet for four patrols of hungry adults.



R. Tait McKenzie statue at Schiff

Everything was ready when Wood Badge No. 1 opened at Schiff on Saturday, July 31, 1948, with luncheon at noon. Twenty-nine men plus the staff assembled to mark the launching of Wood Badge training in the United States. They came from 12 states by invitation of the Chief Scout Executive. The following is the roster of that first Wood Badge course conducted by the Boy Scouts of America:

Wood Badge No. 1
Schiff Scout Reservation, July 31 to August 8, 1948

Beaver Patrol

Ralph Elsas, Cleveland, Ohio—
training director

Tom Manko, Martinsville, Va.—field
executive

Phil Holmes, Gardner, Mass.—
training chairman

Francis A. McAnnally, Wenonah,
N.J.—field commissioner for
training

Theodore F. Fritz, Johnson City,
Tenn.—Scoutmaster

Charles F. Breish, Dayton, Ohio—
Scoutmaster

Bob White Patrol

David Dunbar, New York, N.Y.—
council staff, later assistant
national director of Camping

Harry Blodgett, Springfield, Mass.—
Scoutmaster

Stafford Rogers, Winchester,
Massachusetts—regional committee
member

John Lavery, Bronx, New York—
neighborhood commissioner

Charles Harwood, Orangeburg, New
York—chairman, district training
committee

Warren W. Wentzel, Hazelton,
Pennsylvania—Scoutmaster

C. John Gray, Mason, Ohio—post
Advisor

Reginald Price, Charlotte, North
Carolina—council vice-president

Fox Patrol

Joseph J. Davis, Philadelphia,
Pennsylvania—assistant Scout
executive, later director of camping
at Philmont Scout Ranch

Arthur Leidman, Providence, Rhode
Island—field executive

Edward Baker, Leominster,
Massachusetts—Scout
commissioner

Harry Kramer, Jamaica, New York—
Scoutmaster

Harold G. Dye, Geneva, New York—
organization and extension
chairman

Murray Goodlin, Wilkinsburg,
Pennsylvania—chairman, training
committee

Wade H. Tate, Jr., Johnson City,
Tennessee—Scoutmaster

Roy Henshaw, Winston Salem, North
Carolina—chairman, district organi-
zation and extension committee

Eagle Patrol

Don Barnett, Indianapolis, Indiana—
council staff, later assistant national
director of volunteer training

J. Edward Minister, Pittsburg,
Pennsylvania—assistant Scout
executive

John Stimson, Holyoke,
Massachusetts—Scoutmaster

Cleveland A. Moody, Mineola, Long
Island, New York—chairman, camp
committee

Larence Heppa, Spring Lake, New
Jersey—Scoutmaster

John Y. Dale, Wilmington, Delaware—
training committee

R. B. Pettit, Haines City, Florida—
council commissioner

Troop Staff

Scoutmaster and deputy camp chief:
William Hillcourt, national director
of Scoutcraft

Senior Patrol Leader: Joseph M.
Thomas, assistant coordinator of
volunteer training

Special Assistant: Frank W. Braden,
assistant director, division of
program

Special Assistant: William E.
Lawrence, director of Boy Scouting
service

Scribe: William C. Wessel, director of
Cubbing (it became Cub Scouting
in the 1940s)

Quartermaster: Marshall Spaan,
assistant Scoutmaster of Troop 1,
Mendham, New Jersey



First American Gllwell 1



Rain and Mud Couldn't Stop No. 1
From Having a Mountaintop Experience

Somehow, in spite of weather, and with little real experience in this new type of training, these American Scouts "slugged it out" and made it go. It rained for 4 of the 9 days, but the course ran on. The more it rained, the higher the men's spirits rose!

Dr. Fretwell, the Chief Scout Executive, visited the course one rainy day and said later he had been very

impressed. It was a glorious success. Many "old-timers" reported it as "a mountain-top experience," "the thrill of a lifetime," "never anything like it," "the greatest Scout camping experience of my life." These men were excited. They returned to their homes wildly enthusiastic and anxious to tell their Scouter friends about this new type of training. They were willing and ready to help in the training of other Scoutmasters in this "real article."

Yes, it was the "real article" thanks to the staff and the enthusiastic group of Scouters who served as guinea pigs for this first real trail. It *was* a success.

(Note: Attached as an appendix is a summary report of this first Wood Badge.)

Wood Badge No. 2
Philmont Scout Ranch, October 2-10, 1948

Beaver Patrol

C. Barnard Clawson, Safford, Arizona

Joseph E. Bishop, New York, N.Y.—
national director of engineering

John Harrison, Philmont staff

Vernon Flegge, Vallejo, California

Dr. C. R. Swander, Cushing,
Oklahoma

Francis Robertson, Hastings,
Nebraska

James H. Gelwicks, St. Louis,
Missouri—training director

O. W. Bennett, Boston,
Massachusetts—national staff,
Scouting Services

Stanley Mate, Memphis, Tennessee—
national staff, Scouting Services

Bob White Patrol

Don M. Higgins, New York, N.Y.—
national staff, Scouting Services

Harold N. West, Chicago, Illinois—
national staff, Scouting Services

Ray "Doc" Loomis—Philmont staff

John Slaymaker, St. Cloud,
Minnesota

Sam F. Collier, Fort Worth, Texas

R. F. Moriarity, Phoenix, Arizona

Harry Harchar, Cincinnati, Ohio—
national staff, Scouting Services

Sidney B. North, Kansas City,
Missouri—Alpha Phi Omega
secretary

Eagle Patrol

George H. Aunger, Los Angeles,
California—council staff

Kenneth A. Wells, New York, N.Y.—
national director of Research

Harry Haysbert, Memphis,
Tennessee—national staff, Scouting
Services

Carl Mitzner, Davenport, Iowa

William King, Chicago, Illinois

Edgar Olson, Fargo, North Dakota

Rodney S. Peck, Las Vegas, Nevada

Fred Maise, Memphis, Tennessee—
national staff, Scouting Services

Mart P. Bushnell, Los Angeles,
California—national staff, Scouting
Services

Fox Patrol

Harry Ward, Shell Rock, Iowa

Donald Graves, Topeka, Kansas

Wes H. Klusmann, New York, N.Y.—
national director of Camping

Paul Kolf, Oshkosh, Wisconsin

Paul Y. Dunn, Los Angeles,
California—council staff

Dr. Harvey J. Piercy, Dallas, Texas

Forace Green, Salt Lake City, Utah

Arthur Zimmerman, Rockford,
Illinois

Robert W. Perin, Kansas City,
Missouri—national staff, Scouting
Services

Troop Staff

Scoutmaster and deputy camp chief:
William Hillcourt, National Director
of Scoutcraft

Senior Patrol Leader: Joseph M.
Thomas, assistant coordinator of
Volunteer Training

Special Assistant: Frank W. Braden,
assistant director, Division of
Program

Special Assistant: Fred C. Mills,
director of Scouting Services

Special Assistant: William E.
Lawrence, director of Boy Scouting
Service

Quartermaster: J. B. Chestnut,
Philmont commissary

The Second Wood Badge Course—Philmont, 1948

And then Wood Badge was tried again—this time at Philmont. Cimarroncito was the location. Thirty-five men from all parts of the country—but particularly from the West— assembled at the “Big House” at noon on Saturday, October 2, 1948, to launch this second American course.

To the left is the roster of that course, held at Philmont from October 2-10, 1948:

The course took off at a slow start. Each patrol was overloaded with “experts.” The national directors of Camping, Engineering, and Research were there. And Fred C. Mills, national director of Scouting Services, had arranged for all his nine regional Scouting Services assistants to take part. Bennett and Mate, West and Higgins were there. So were Harchar and Perin, Haysbert, Maise, and Bushnell. The first couple of days, the “experts” held back, to

give the volunteers a chance. And the volunteers held back, expecting the experts to do their stuff. On the third day, Mills called his staff assistants together for a heart-to-heart talk. The intention of the course, he informed them, was not to teach *them* more advanced Scoutcraft skills, as they seemed to have expected—it was to show them the technique of running this special kind of training so that they would be prepared to act as leaders at future Wood Badge courses.

The impasse was broken. The patrol spirit soared with all patrol members getting into the act and working toward the common good.

There were many obstacles to be overcome. The high altitude—8,000 feet—slowed down many of the men—the fatigue was both physical and mental. The long distance between the camp and the supply stores at the Philmont Ranch made deliveries difficult. Communication with the Ranch had a way of break-



Standing: Braden, Graves, Klusmann, Ward, Collier, Slaymaker, West, Higgins, North, Harchar, Loomis, Morlarly, Thomas, Mills
Kneeling: Hillcourt, Bushnell, Haysbert, Perin, King, Dunne, Peck, Percy, Olson, Kolf, Aunger, Zimmerman, Miltzner, Green, Wells, Maise, Lawrence
Sitting: Swander, Robertson, Gelwicks, Clawson, Flegge, Bennett, Mate, Bishop, Harrison

ing down at the most critical moments. And this time, in addition to rain, the course members faced snow and sleet and cold. The weather at this altitude was very changeable. The nights were very brisk.

But again, this was unquestionably a mountain-top experience. Everyone returned home tired but enthusiastic and strong in the feeling that the future of Wood Badge in the United States was now assured.

The First Assessment

Now that the first two courses had been completed, quite naturally many "bull sessions" were held about them. Here are some notes from one such session. While they were all thrilled about Wood Badge, they had some adverse reactions and here are a few:

Ken Wells, later director of Research for the BSA:

"Do we need to go back to the beginning in all of our skills teaching such as rope work, axmanship? These were more experienced men than we have in many of our training courses, and my first impression is that we do not need to go back to the beginning. Yet, as we look at the performance of these old-timers, we realized that many of them did not really know the skills and how to perform them.

"Must keep Wood Badge as a top experience and be sure that there is adequate, well-trained, and devoted leadership. Wood Badge training must be a top experience."

Bud Bennett, later director of the Cub Scout Division:

"It was quite evident that the volunteers who took the course were definitely interested in Wood Badge training. For myself, I feel that some of the sharp scheduling which had to be done cut the edge off of the experiences. For instance, after the

overnight hike we came back tired and ready for time to relax and get cleaned up. Instead of that, we had cattails which we had to cook up and eat, and that afternoon there was a stiff adventure trail which was just too much of a hard experience for some of the men."

Fred Maise, later director of Training, Washington, D.C.:

"During the first part of the week, it was silly to 'Cree' which was the eagle call, but later in the week it seemed a natural—in other words, we got into the spirit of the thing. It seems that we must have more time to teach some of the simple skills, so that the men will find it easy to do them."

Doc West, later director of Camping, Valley Forge, Pa.:

"It seems that the notebooks were made for the staff to observe and criticize, rather than being for ourselves as we were told they would be. We were so constantly pushed during the entire week that one of our men suggested that we throw away the watch and go by the calendar, and enjoy complete experiences instead of having the schedule so full of items that we would have to rush into one before we completed the previous one. Furthermore, if projects are given, they should be completed within the schedule and not left to be completed in a man's free time.

"I overheard a volunteer say that he now began to see the need for preparation. He had never quite understood how essential it was to prepare in advance."

Cap Mills, director of Scouting Services for the BSA:

1. Better advanced information is needed.
2. The program for the Wood Badge must be cut to fit the time. The schedule is too rapid.

3. There must be some method of telling men who take Wood Badge training how to make things effective in their troop back home.
4. The idea of exchange cooking and taking turns in eating at various patrols is good.
5. The techniques of taking boys camping must be gotten over. These techniques are tent pitching, bed making, fire making, making one's self comfortable in the out-of-doors.
6. Many things were done at the Philmont Wood Badge course which could have attracted flies—they were unsanitary practices such as the method of taking care of milk, inadequate cover for urinals, and so forth.
7. There was an overabundance of equipment. We must make a list of the minimum equipment and then make a compromise on it.

O. W. "Bud" Bennett



8. Definitely there was an upsurge of Scouting spirit through the whole of the training course.

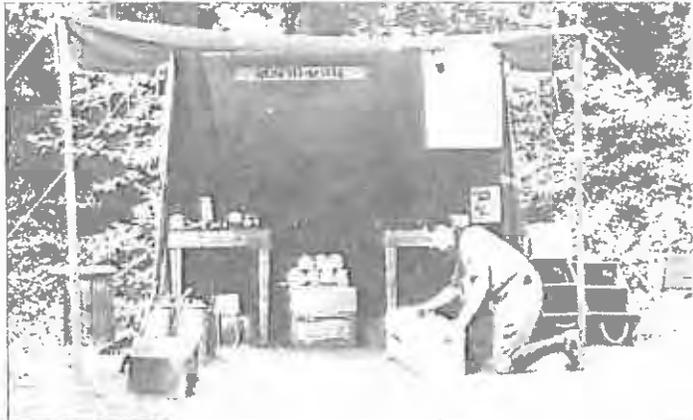
Wes Klusmann, National Director of Camping:

"It is possible that we might channel Wood Badge so sharply toward training men and professional people that we will kill the very spirit of it. Its biggest value is for the Scoutmaster who is going to deal directly with boys and every course should include men who are good or potentially good Scoutmasters, but who are not necessarily being groomed to be instructors. These are the men who will continue to generate the Scouting spirit which seemed to be so fine in this course."

Joe Thomas, later Scout Executive at San Juan, Puerto Rico, summarized this session when he said:

"Toward the end of our bull session, there was general discussion and it was agreed that Wood Badge is a national experience, and not a local council experience at the present time, and that we will go ahead nationally to perfect Wood Badge training and to keep it as a top experience with the finest instructor staff available."

GILWELL III—PHILMONT



THE FIRST 2 DECADES, 1948-68



Wood Badge was now launched in the Boy Scouts of America; but the big question was, what to do with it.

Certainly America could never expect that all its Scoutmasters would be Wood Badge trained men. That would be an impossible task requiring a large staff, many facilities for conducting the courses, and great masses of equipment.

It was agreed, however, that in 1949, several, perhaps five or six, courses would be held in strategic locations in the regions. Accordingly, in the summer of 1949, four courses were held in addition to one at Schiff Reservation and another at Philmont Scout Ranch. It was a big undertaking—equipment to be secured, leaders to be trained, men to be carefully recruited, and new sites developed. But Wood Badge men, enthusiastic Scouters who had taken part in the first courses, were willing and eager to serve on the staff at their own expense of time and funds; and Wood Badge training began to grow.

During this time, the Boy Scouts of America again had a new Chief—Arthur A. Schuck, veteran Scouter, formerly director of the Division of Operations of the national office, and the successful Scout executive of the Los Angeles Council. Arthur Schuck was a training enthusiast, and he saw in Wood Badge a great opportunity for training hand-selected men, who would return to their home councils and train other men to be Scoutmasters.

The Chief, quite naturally, wanted to be sure that the time, the money, the effort would affect the *whole* training program in the United States and that it not only would improve the quality of training but that it would accentuate the need for getting more of our Boy Scout leaders trained in the basic Scoutmaster course.

This philosophy was quickly and enthusiastically accepted by the training leaders throughout America and promptly adopted.

The decision proved not only to be a popular one among those who wanted to promote Wood Badge training, but was also accepted by regional and local Scout executives who wanted to improve their programs for the training of Scout leaders.

The group of members of the national staff whose job it was to operate Wood Badge training were particularly happy because they felt deeply that Wood Badge would only succeed here in the United States if it remained a postgraduate course conducted only at high level and remained a course which would be greatly desired by high-caliber local council



Arthur Schuck

Scouters. They were most fearful that Wood Badge training might become “just another” training course. They were quite determined to maintain this training as both difficult to

acquire and therefore highly selective of its participants. These leaders knew that at last America could offer a real training experience for the training of trainers of Scoutmasters. They were determined that it should never be watered down or made easy. Therefore, they were quite happy with the policy proposed by Chief Schuck. Further, Schuck agreed to issue the invitations to Wood Badge candidates from his own office and over his personal signature.

The Growth of Wood Badge

Since 1948, thousands of men have taken part 2, the outdoor session of Wood Badge training, and have received the coveted beads. During the 1950s and 1960s every region ran courses. Regular schedules were established at Schiff Scout Reservation and Philmont Scout Ranch. The Region Seven Explorer Canoe Base at Boulder Junction, Wisconsin, also became an outstanding Wood Badge center. Wood Badge was fully accepted by the Boy Scouts of America as an integral part of the training of Scoutmasters.

The leadership of Wood Badge courses was restricted to those who had their beads, who had served again as instructors, and who were certified by the Volunteer Training Service of the Boy Scouts of America to conduct or assist in a course.

Candidates for all courses were carefully selected by local councils, and only Scouters approved by their local councils could apply. "For all courses only mature, high-caliber Scouters who have a sincere interest in serving boyhood through the character-building adventure of Scouting should be invited to participate. Candidates must be actively registered in the Boy Scouts of America, preferably over 21 years of age, and have the *unqualified* endorsement of the council's Leadership Training Committee and the Scout Executive."

At the close of 1958, the Volunteer Training Service reported that in the ten years since 1948, a total of 4,959 men had participated in Wood Badge training and that (as of May 22,

1959) 3,190 men had received beads. During 1958, 1,089 men took part in Wood Badge courses in the United States. This showed the increasing popularity of Wood Badge training in the United States during the first decade.

As the demand for Wood Badge grew, questions also arose. Could local councils run Wood Badge? Well, why not?—*if* the National Volunteer Training Service could be assured—*if* the local council could guarantee the caliber of leadership and that such leadership would "follow the book;" in short, *if* this course could still be a high-level performance with top-drawer Scouters in attendance—men who understood why they were selected.

The first *local council* Wood Badge course in America was run by the Cincinnati Area (later Dan Beard) Council of Cincinnati, Ohio, in the summer of 1953 with the Scout executive serving as Scoutmaster of the course. It is interesting to note that the senior patrol leader of this training troop later became an assistant national director of Volunteer Training. Frank E. Preston served Regions VII and X and later directed a number of courses. The assistant Scoutmaster was Deputy Regional Executive Stanley Meenach, who also later became a Wood Badge Scoutmaster.

This course also was a great success. In fact, the very fine training record of that council can be attributed in large measure to the men who successfully completed Wood Badge training at this course.

Another local course was held in Cincinnati the next year, 1954. Local courses were also held that year by the Baltimore Area Council, the Greater New York Council, the Los Angeles Area Council, Middle Tennessee Council, the National Capital Area Council, the Philadelphia Council, and the San Francisco County Council. Subsequently many local councils ran their own courses. All had the same successes as Cincinnati. Since 1953, many other local councils have conducted Wood Badge courses for their own leaders. There is a recognition on the part of Scout executives that a local Wood Badge course can be of great value in the "trainer of trainer" scheme.



GILWELL III AT SCHIFF—1949



The Camp Chief Comments

In July and August, 1955, the camp Chief of Gilwell, John Thurman, toured the United States. He visited many camps and took part in several Wood Badge courses. At the close of his visit and at the suggestion of American Scouters, John Thurman wrote a very illuminating report with recommendations about our Wood Badge Training. These comments have been most helpful to Scouting in the United States. His frank recommendations have been reminders that Wood Badge is Wood Badge—it cannot be “watered down;” it is the result of years of experience, and it should not be tampered with.

Some of Mr. Thurman’s comments follow:

On insignia, “I was concerned that those running courses did not always wear the Wood Badge or the Gilwell Scarf. It is traditional that those who run such courses should wear the appropriate insignia at all times, and I hope that the Boy Scouts of America will come into line in relation to this detail.”

On national courses, “I believe it will be essential for national courses to be run at Schiff and Philmont for many years to come, and probably permanently, to which will be invited potential deputy camp chiefs . . . courses need not be run exclusively for such people, but I think it is important that deputy camp chiefs who are going to work in the regions and in the councils should be trained at national level by your top-grade trainers.

On local council courses, “Gradually, (and I would caution here that there is no need to act hastily) I hope Wood Badge training will be carried into the larger local council areas, but that it will always be run by men who have had experience in helping to run Wood Badge courses at regional or national level.

“I hope you will avoid Wood Badge training being offered in the small local councils, although I can see merit in a group of councils sponsoring a course. One of the merits of Wood Badge training should be that people are forced into being trained alongside men who are strangers to them, and in the small local council where people tend to know each other in any case some of the value and some of the shock tactics of Wood Badge training are inevitably lost.”

On the place of the professional, “Several times the suggestion was made to me that special Wood Badge courses should be run for members of the professional staff, but I regard this as a very bad idea from every point of view. One of the healthiest things I witnessed during my tour was the splendid way in which the professional Scouters blended with the volunteer Scouters in the patrols of the courses I attended. It was often quite by chance that I discovered a man was a professional and then usually because his work was of a very high standard. I am inclined to think that possibly one of the greatest benefits the Boy Scouts of America will receive through Wood Badge training is a heightened respect by the volunteer for the professional where they share an identical experience one with the other. To run special courses would, in my view, achieve nothing but harm for it would inevitably lead to some suspicion, however unfounded, that the professionals were being let through lightly. Very strongly indeed I advocate that the present policy should be continued.

“I hope every encouragement will be given to professional Scouters to take Wood Badge Training within the first 2 years of appointment, and that every consideration be given to existing professional members of the staff who seek opportunities to attend Wood Badge courses.

On the Ceremonial Camp Fire, "Similarly, I would suggest careful consideration should be given to the ceremonial camp fire which takes place at the end of the course.

"I do question the purpose of going away to a special place and completely new camp fire site, and thereby losing the value of the tradition that each course tends to build around its own major camp fire site. Over the years at Gilwell I have found that the best possible place to give the Final Talk is round the camp fire which the course has had some part in building and where, it is hoped, they have gained some inspiration evening by evening. I would never wittingly take any course I was running away from

the major place of tradition and try on the last night of a course to create a fresh tradition in some strange and, in my experience, sometimes difficult to find place."

On the Scoutmaster and his staff, "I would like to see the position of the Scoutmaster given a little more consideration. I may be at fault in not appreciating your method of running a troop, but my impression is that you tend to thrust too much on the senior patrol leader and, consequently, the Scoutmaster was not sufficiently in evidence on some of the courses I saw. Had it been that he was not in evidence because the course did not require his attentions I suppose one could argue that this was satisfactory, but often he



was not in evidence because the senior patrol leader seemed to be combining his proper activities with the activities which I regard as appropriate to the Scoutmaster.

"It also seemed to me that on occasion the assistant Scoutmasters are not properly used. Some of them were literally squeezed out between the Scoutmaster and the senior patrol leader and, apart from taking the odd session, had very little part in the actual life of the course. I think they should be used more at inspections, camp fires, etc.

"The selection of the training team for each course requires some attention. I appreciate that I came in a year when a number of staff changes had to be made owing to illness, but it is difficult for the man leading the course unless he has had some say in the selection of the staff and especially unless the majority are known to him personally before they assemble."

Later in his report, Mr. Thurman analyzed our course opening with some fine suggestions and his remark about our sites is rather classic, "It was also apparent to me—and this is a strange thing to say about such a vast country—that some of the sites were not really large enough to accommodate six patrols." Likewise he criticized us about the absence throughout our program of organized games.

On the overnight hike, "I have no comments to make on the outline programs for Monday, Tuesday, and Wednesday; but in connection with the Thursday programs I sincerely hope that consideration will be given to moving the Overnight Hike to Friday and using the afternoon and evening for a Venturer Trail somewhat on the lines as indicated in the *Deputy Camp Chief's Handbook* and I would also (immodestly) draw your attention to what I wrote in 'World Scouting' for July, 1955.

"All those responsible for courses to whom I spoke agreed with me that the hike is badly placed because it tends to create an anti-climax in regard to what follows after the hike. The conception of the Wood Badge course as sent out from Gilwell has always been to lead up to the hike as a genuine, practical, and inspirational climax and that after the return from the hike we do no more than tidy up whatever loose ends there may be, have a final camp fire and, with the inspiration of the hike behind us, return to our homes."

On the practice of having members of the staff eat with the patrols at all times, "It is undoubtedly an excellent practice for members of the staff to eat with the patrols and is common practice the world over, but I feel you incline to overdo it, for I think there is some merit in patrols being left entirely on their own for one meal each day, and my preference would be to leave them alone at breakfast. We are asking them to blend into a team, to discover their own strengths and weaknesses, and ultimately to produce their own leadership. It is not easy to do this effectively if a member of the staff is always present at the only times available for them really to get to know each other. At Gilwell no member of the staff, except in cases of emergency, goes near the training ground before Flag Break in the morning as we feel they see enough of us for the rest of the day, and we certainly see enough of them!"

One of his urgent comments was that regarding the **leadership of the camp fire**, "This is where I felt especially that far too much was placed on the program patrol. Time after time they started quite effectively but ran out of ideas and the programs deteriorated and always lacked balance. I think that at least the first three camp fires should be led by the staff and all members of the staff should contribute by telling a yarn, teaching a song, leading a round, or demonstrating a yell or a camp fire game.

Each patrol should be expected to produce a concerted item each evening and the Scouters, the Scoutmaster presiding, should be responsible for seeing that the program is blended, enjoyable, and contains something that will be new to the majority in the way of a song, a stunt, or a yarn, otherwise all we have is a repetition of what the course already knows, which may or may not be enjoyable but certainly gives them nothing to take away. I do feel very strongly that the staff should regard the camp fire as a wonderful opportunity for building up the spirit of the course and it is their responsibility to see that the leadership at the camp fire is such as it should be."

On **the Scoutmaster's Minute**, "This is a delightful idea but you should either rename it 'The Scoutmaster's Half-hour' or try to get a little nearer to the minute. If I may, I would suggest 'The Scoutmaster's 5 Minutes,' which is a more rational approach from every point of view.

On **physical arrangements**, "I would commend to you making sure that the seating arrangements and the setting of the camp fire are as good as possible: It is difficult to inspire people when they are crouched on a knotty, too-small log and obviously in great discomfort, mosquito-bitten and pestered by flies.

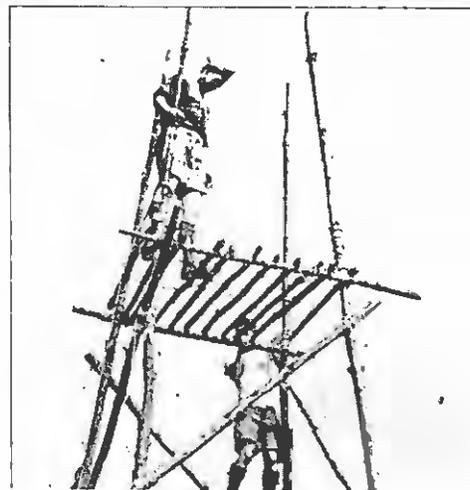
On **inspections**, "Having witnessed both methods, and obviously being prejudiced, I greatly prefer my camping pennant technique to that of awarding fretwork letters. Briefly, the policy I have adopted for many years is to set a standard each day and to say that all patrols which come up to that standard will receive a pennant. The standard required is progressively higher each day. When they receive a pennant it can be carried around with the patrol flag or displayed on the site, as they wish. I think you need to look into the question of inspection, and I would suggest the following for your consideration:

- a. Comments should be made to the patrol at the time; and in the early days, the patrol should be present on the site when the inspection is carried out.
- b. The practice at Gilwell is to gather at 9 a.m. for inspection, and as soon as inspection is finished, we have the flag ceremony and points are announced. The candidates themselves have been inspected on the site; their camping standard has been inspected and been commented on; they know what we like and what we do not like, and no one is in any doubt about it.
- c. We take the trouble to praise the good things first, only then point out the faults."

John Thurman's general comments, "I have written at some length and, as I said at the start, I do want it to be clear that against a background of the tremendous success and the excellent way in which Wood Badge training is being presented to your men my criticisms are really very minor and they are offered in the spirit and belief that the expert consideration that you can give to my suggestions will ensure an even better standard and, consequently, even finer results from Wood Badge training than you are obtaining at the moment.

"I want to repeat what I said publicly: There is no single act performed by the Boy Scouts of America which will so endear them to the other nations of the world than their wholehearted support and acceptance of the Wood Badge scheme of training. I shall look with intense interest and some pride on its steady development and the effect I believe it will have in enriching still further the spirit of your leaders who are indeed rich in spirit already."

**GILWELL IV
SCHIFF
1949**



ADMINISTRATION AND QUALITY CONTROL OF WOOD BADGE, 1948-74

Volunteer Training Service

From its beginning, Wood Badge was considered the finest training offered by the Boy Scouts of America. Many of the earlier participants were concerned that if the course were not controlled at the national level, it would soon be diluted and lose its effectiveness. Everyone agreed that the very high quality of the staff, the program and the physical arrangements must be maintained. To meet this need, the Volunteer Training Service was set up in the national office of the Boy Scouts of America with specific responsibility to oversee the administration and supervision of Wood Badge as well as other forms of training.

This service (Volunteer Training Service) was directed for most of its existence by William E. Lawrence, an early Wood Badge enthusiast and a participant and leader in the first courses in the United States. By the late 1950s Lawrence had developed a staff of several men in the national office plus six field men—one for each two regions. All these men carried the title of assistant national director of Volunteer Training and not only put on and supervised Wood Badge courses but directed National Camp Schools, assisted local councils with training and taught volunteer courses at the Philmont Volunteer Training Center.

In 1958 the following men were serving on the Volunteer Training Service staff: J. Howard Kautz and R. N. Potter were assigned to the national office with Lawrence. Potter had the additional duty of directing the Philmont Training Center each summer. Donald W. Barnett served Regions 1 and 2; Paul E. Reinbolt handled Regions 3 and 4; Eugene C. Bowden was

charged with Regions 5 and 6; Francis E. Preston served Regions 7 and 10; Horace B. Gorton handled Regions 8 and 9; and Robert W. Perin covered Regions 11 and 12. Harry Haysbert provided additional manpower out of Memphis, Tenn., to a number of the regions on a rotating basis as he was needed.

Other professionals who would serve in these capacities at one time or another were Jack Keeton and Richard Dutcher for Regions 3 and 4, and R. G. Peterson, Ken Cole, George Bett, and Bob Minor in the national office. Paul "Torchy" Dunn became Volunteer Training Service director when Lawrence retired in the late 1960s.

The Volunteer Training Service maintained all the records and course materials for Wood Badge and issued them out of the national office in New Jersey. Course applications were approved there as were staff members and the issuance of staff guides, notebooks, neckerchiefs, and other material specifically related to Wood Badge. On completion of a course, the confidential record card for each learner was kept on file by the Volunteer Training Service. Many Wood Badgers remember with fondness the efficiency of Mrs. Annalise Kruger who for years handled the Wood Badge record keeping duties in the national office.

Local and National Courses

When it became evident that some local councils were capable of holding their own Wood Badge courses, the Volunteer Training Service developed the staff guide into two different versions. For train-the-trainer courses they developed a "national" course which was used

WOOD BADGE 14—JUNE 1950



at Schiff, Philmont, and in the regions. A staff guide was also written for use by local councils. It was aimed at Scoutmasters and commissioners. When the two staff guides were finally completed and then modified through use, they were very similar. Both emphasized Scoutcraft skills instruction during the course of each day. It was in the evening program that the difference was apparent. The Scoutmaster course concentrated on troop operation, including troop meetings, campfires, and the boy-run patrol method. The trainer course, on the other hand, spent its evening periods concentrating on how district and council training committees should function and in practicing presentations of training sessions from the current program.

As more and more councils became interested in Wood Badge, the practice gradually developed that two or more smaller councils could join together to put on a course. Approval from the Volunteer Training Service was based on evidence that the councils involved could meet the required standards for quality staff and physical arrangements. Such courses were referred to as sectional courses.

As the number of courses grew, the Volunteer Training Service devised a numbering system to keep track of the various level courses. All national courses were numbered consecutively beginning with numbers 1 and 2 in 1948. By the mid-1960s more than 200 of these had been held and more than 400 would be completed before the end of the national course in 1972. Sectional courses were numbered with a region designation and then numbered consecutively. For instance, R3-3 was the third sectional course held in Region 3. Finally, the local courses were numbered consecutively using their BSA council number as a prefix. Course 92-5, for instance, was the fifth course held by council No. 92 (Atlanta, Ga.).

Staff Authorization

Because the Wood Badge course director was so crucial to maintaining the quality of each course, the designation of such persons

was closely controlled from the beginning. The following description was issued by the International Bureau (now titled World Scout Bureau):

The International Training Team

Shortly after its inception, Baden-Powell realized that Wood Badge training would not be available to the large majority of Scouters if it was based solely upon Gilwell Park. He, therefore, selected a small number of Scouters who had attended a course at Gilwell and gave them 'Honorable Charges' to run Wood Badge training courses on the same lines in their own territories. These Scouters were called 'deputy camp chiefs' if their charge was to run training courses for Scout leaders. Baden-Powell decided that persons holding these appointments should wear four-beaded Wood Badge necklaces. All members of the International Training Team wear necklaces with four beads on them, except the leader of the Team—the Camp Chief at Gilwell Park, whose necklace contains six beads.



This necklace, the beads of which are all from the original Dinizulu necklace, was made up by Baden-Powell himself to be worn by his first Training Commissioner, Sir Percy Everett. Sir Percy presented it to Gilwell for the Camp Chief to wear.

Composition: The International Gilwell Training Team is led by the camp chief of Gilwell Park, his deputy, and the assistant camp chiefs on the staff. Once training is properly established in any country, a training commissioner is usually appointed to head its own particular section of the international team and he is sometimes styled camp chief for that country. A training commissioner must hold an honorable charge as a deputy camp chief.

The particular function of the national training commissioner is to coordinate the Wood Badge training that is carried out in his country and indeed to see that some training is offered and undertaken in every part of his country. To help him, the other members of the international team in his country (deputy camp chiefs) are appointed, for it is impossible for one man to lead all the courses in a country where much training is done, even if it is desirable for him to do so.

Before any Scouter can be appointed to the International Gilwell Training Team he must have certain qualifications and be nominated to the Camp Chief of Gilwell Park. Once appointed to the team, he has a duty to assist in the training of Scouters, and every member of the team is appointed with this end in view. No person is ever appointed to the team merely because he holds a certain position in the movement. On ceasing to be available to assist with training, a member of the team resigns.

Qualifications for Deputy Camp Chief

There are many of these and briefly they are as follows:

1. Be acceptable to his fellow Scouters for a training appointment.
2. Be acceptable to the other members of the training team.
3. Be able to give time to the job of training Scouters.

Wood Badge at Gilwell Park





John Thurman at the
Jim Green Gate,
Gilwell Park

4. Have ability as a practical Scouter and lecturer with a good record as a warrant holder.
5. Be a holder of the appropriate Wood Badge (Scout for deputy camp chief).
6. Be prepared to give preference to the work of training over any other Scout obligations.
7. Show complete loyalty to Baden-Powell's teaching and the current policy of Gilwell Park.
8. Be prepared to accept the obligation of keeping up to date with current training techniques, and in particular to try to attend refresher and training team courses at Gilwell Park, or courses visited by the camp chief or his nominee.
9. If appointed to the international team, be willing to offer his assistance outside his own country if the need arises and he can reasonably be available.

It follows, of course, that even if a Scouter has all these qualifications, he would not necessarily be nominated for appointment immediately. It has always been the policy to keep the team as small as possible commensurate with adequacy. There is no purpose to be served by having so many in the team that none has enough to do.

It will be realized that a person who is appointed to the team has to make many personal sacrifices to fulfill the obligations, and the fact that hundreds of Scouters the world over have been and are prepared to do so, has brought them together into a worthwhile purposeful body to which it is an honor to belong.

Nomination. Once a Scouter has been accepted as a potential member of the team by his country, it has to nominate him for appointment to the camp chief. The training commissioner usually undertakes this and does so on the official nomination form obtainable from the International Bureau or Gilwell Park. Having completed the form and attached a passport

photograph of the nominee, it is signed by the president/Chief Scout or international commissioner of the country concerned and dispatched to the International Bureau with a covering letter explaining the need for an additional member of the team.

The director of the International Bureau authorizes or rejects the nomination, and if the former, forwards the form to the camp chief at Gilwell Park. If he approves the appointment, he arranges for an honorable charge to be sent, together with the special four-bead necklace. They are sent via the bureau, which also dispatches the appropriate handbooks to the newly appointed member of the team. Honorable charges are signed by the camp chief of Gilwell Park, the director of the International Bureau and the Chief Scout of the country concerned.

In the United States the Volunteer Training Service controlled authorization of course directors and forwarded to each person his honorable charge when it was received from the International Bureau. The Boy Scouts of Amer-

ica also developed a certificate for assistant deputy camp chiefs which was issued to all authorized to serve on Wood Badge staffs. The assistant deputy camp chief certificate was valid for 2 years at which time the Scouter had to serve on another staff to renew it. Assistant deputy camp chiefs were issued three-bead necklaces to wear, signifying their having been chosen to serve on Wood Badge staff.

As more and more Wood Badge courses were held around the world through the 1960s and 1970s, the World Bureau finally decentralized issuance of course director authorizations. Wood Badge Scoutmasters in the United States today receive permanent certificates as course directors but not as deputy camp chiefs of Gilwell Park.

The Volunteer Training Service continued to direct the Wood Badge program of the Boy Scouts of America into the 1970s. All this time both national and local courses were being held but a process had already begun which would lead to significant modifications of Wood Badge.

THE THIRD DECADE—LEADERSHIP DEVELOPMENT

The Beginning—White Stag



While the Boy Scouts of America had begun to make Wood Badge more available to local council unit-level personnel, an experiment was beginning in California which would change the face of Wood Badge in America.

Several dedicated Scouters in the Monterey Bay Area Council (Salinas, Calif.) who had been involved in research and development on the leadership process, decided to put together a training program for young men in Scouting which would be directed at making them leaders. Studies since World War II had indicated that the intangible skill of "leadership" was composed of a number of specific skills.

These concepts of leadership development came into focus through Bela Banathy. A member of the council executive board, council chairman of training, Scoutmaster, Silver Beaver, Wood Badge course director, director of training for the Boy Scout Association in Hungary, his inspiration and insight made him the spiritual guide to leadership development as a practical and workable part of Scouting.

Dr. Paul Hood, psychologist for the Human Resources Research Office, Department of the Army, was a major resource for the development of the program. As the director of the team of scientists which designed a new program of leadership training for the armed forces of the United States, his contribution came in the form of scientific validation of the program and warm personal guidance. Others in the council put in countless hours as staff members, advisers, and counselors for the course.

This group eventually developed and used successfully a multilevel junior leader training course called White Stag. Because of Banathy's knowledge of Hungarian legends relating to the great White Stag which was used as a symbol of the 1933 World Jamboree, these traditions were used to provide color and heritage for the course. Baden-Powell, in speaking at that jamboree had commented:

"You may look on the White Stag as the true spirit of Scouting, springing forward and upward, ever leading you onward to leap over difficulties, to face new adventures in your active pursuit of the higher aims of Scouting—aims which bring you happiness.

"These aims are duty to God, to your country, and to your fellow man by carrying out the Scout Law. In that way you will help to bring about God's kingdom upon earth—the reign of peace and goodwill."

After much experimentation, the council developed a six-level course for troop junior leaders. The first three levels were open to all Scouts. It introduced them to the skills of leadership and then gave them a chance to practice and apply what they had learned in problem solving situations in the course and then back in their own troops. Some Scouts moved through all six levels, giving leadership to the course and eventually, in some cases, directing a course.

As the White Stag program was used and appeared more and more successful, it came to the attention of Scouters outside the Monterey Bay Area Council. By 1963, Bela Banathy had submitted a detailed study of the White Stag

project as the thesis for his master's degree in education at San Jose State College and the council published a version of it. This booklet, titled "A Design for Leadership Development in Scouting," acted as a final impetus for officials of the BSA national office to evaluate the program.

BSA Experiments

In December 1964, John Larson, of the BSA Research Service, attended a White Stag Indaba in the Monterey Bay Area Council. As a result of his experience there, Larson recommended that the national office make a more detailed analysis of the White Stag project.

Several people in the Research Service and the Volunteer Training Service were involved in the evaluation, with Larson carrying the major share of the assignment. A number of techniques were used, including interviews of Scouts, parents, and leaders; administering questionnaires to Scouts taking White Stag; observation of White Stag in action; review of White Stag literature; and a statistical analysis of troops participating in White Stag, compared with nonparticipating units.

By December 1965, the White Stag Report was completed and submitted to Chief Scout Executive Joseph A. Brunton. Recommendations suggested that leadership development offered a unique opportunity for the Boy Scouts of America to provide a tangible program to Scouts. It would have substantial impact on their character development, a key goal of the movement. As a starting point, it was recommended that one or more Wood Badge courses be used to experiment with the principles of leadership development.

Chief Brunton reviewed the White Stag Report and recommendations with Herold Hunt, vice-president of the Boy Scouts of America. The two men supported the conclusions and, in February 1966, Brunton selected a

staff committee to prepare a plan of implementation. Robert L. Calvert, head of the BSA Education Division, chaired the committee composed of A. Warren Holm, John Larson, William E. Lawrence, Ben Love, Kenneth Wells, and Joseph W. Wyckoff. Before the year was out, they reported a "blueprint for action" on implementing leadership development in the BSA. The priorities identified were Scoutmaster Wood Badge and senior patrol leader training. The committee further recommended that an experimental Wood Badge curriculum be developed and the first experimental course be held at Schiff as soon as possible. Following this, several councils would continue the experiment at the local level.

In January 1967, Robert Perin, assistant national director of Volunteer Training, and John Larson were assigned to write a new leadership development Wood Badge staff guide with the aid of Bela Banathy. William Lawrence, director of the Volunteer Training Service, began selection of councils for involvement in the Wood Badge course. In May of that year, representatives from six councils met at Schiff in preparation for the June course and the council courses which would follow. From Del-Mar-Va Council (Wilmington, Del.) came William Whisler, Harry Palmer, M. R. Disborough and N. L. Allison; from Piedmont Council (Gastonia, N.C.) George Anderson, William Ballard, and Eugene Bowden attended. Baltimore Area Council sent Joseph M. Axelrod and Richard K. Hogan while Al Honeyford and Ray Adams represented Valley Forge Council of Pennsylvania. Fred W. Shaffer attended from the National Capital Area Council (Washington, D.C.) and Carson P. Buck, Dr. Carl Marlowe and Glenn S. Pannell represented Onondago Council (Syracuse, N.Y.). For this developmental meeting, Bill Lawrence, John Larson, Robert Calvert, Warren Holm, and Bob Perin guided the learning of the council representatives.

On June 17, 1967, Wood Badge course No. 314 opened at Schiff Scout Reservation and the era of leadership development was under way. Bob Perin served as Scoutmaster, Louis Adin of Dallas, Texas, was the senior patrol



First Leadership Development Wood Badge, Schiff Schiff Scout Reservation

Credit: William D. Whisler

leader, and John Larson was the assistant senior patrol leader. The assistant Scoutmasters were Axelrod, Buck, and Marlowe who were joined by Don Crawford of Gastonia, N.C., James Stevens of Nashville, Tenn., and Paul Cork of Dallas. Bill Whisler was quartermaster and a coach-counselor and Al Honeyford was the assistant quartermaster. Learners for the course were chosen largely from the councils which would conduct the subsequent experimental courses. Soon thereafter (July 18-26, 1967) Louis Adin and Paul Cork opened Circle Ten Council's Wood Badge No. 16 at Philmont, which Bob Perin and John Larson attended as observers.

By September 1967, Piedmont, Middle Tennessee (Nashville), Del-Mar-Va, Hiawatha

(formerly Onondago), and Monterey Bay had been confirmed as the councils to hold experimental leadership development Wood Badge courses in addition to Circle Ten in Dallas. Don Crawford, Jimmy Stevens, Bill Whisler, Carson Buck, and Bela Banathy were selected to be the first course directors. Monterey Bay Area Council held the first weekend Wood Badge in February 1968. All Scoutmasters in the course attended summer camp with their troops as part of their application. The other councils soon began to develop their own staffs. Each of them held a leadership development Wood Badge course in the summer of 1968.

It was clear by the fall of 1968 that leadership development was going to be a viable tool in Boy Scouting and steps were taken to

formalize the continuation of the Wood Badge experimental process. John Larson was appointed director of leadership development to continue staff support to the experimentation. A panel was selected to evaluate the project and continue to give it leadership. This group was composed of Gene Rutherford (Circle Ten Council), James Stevens (Middle Tennessee Council), William Whisler (Del-Mar-Va Council), Don Crawford (Piedmont Council), and Carl Marlowe (Hiawatha Council).

For the next 3 years, the experimentation continued. A junior leader development portion of the experimental program began in 1969 and eventually became the Troop Leader Development course (later called Troop Leader Training Conference and then Junior Leader Training Conference). In 1970, two courses were held in New England to experiment with implementation of the new program. George Bett of the Volunteer Training Service and John Larson served as the staff counselors for the two courses. The course directors, both thoroughly experienced with the traditional Wood Badge, were Carlos "Zip" Zezza and Rod Speirs.

By 1971, in addition to courses at Schiff, Philmont, and the experimental councils, one course was held in every region (except Region 8). After 2 years of experience, a number of volunteers were available to serve as staff counselors on these regional courses. The traditional trainer and Scoutmaster courses still continued in every region through 1971.

After nearly 5 years of experimenting with leadership development, the format had, by 1972, become set and would not change materially for the next decade. The course organization and schedule followed closely that of the traditional Scoutcraft skills Wood Badge. The major difference was that formal instruction in Scoutcraft skills as the major focus of the course was replaced by formal instruction and practice in leadership skills.

Eleven leadership skills had been identified as those crucial for success to a Scout leader (though they clearly applied to other leadership roles, as well). A learning period of at least 1 hour was devoted to each of the 11 skills. Later in the course the skills were further

defined by describing their relation in three groups. The first group of three skills were necessary to "Establish the Group." These were: "Getting and Giving Information" (later called "Communications"), "Knowing and Using the Resources of the Group," and "Understanding the Needs and Characteristics of the Group." After these three skills were learned and used by a leader, it was reasoned, the group he was leading would be defined and he and the group members would know each other well enough to begin working together to accomplish tasks. The second category consisted of six skills and was a stage called "Develop the Group." The skills in this group were "Representing the Group," "Evaluating," "Controlling the Group," "Planning," "Counseling," and "Setting the Example." These six skills, the leader was told, comprise the key elements necessary to mold your group into a team willing to follow your leadership. Finally, the third category of two skills was described as the phase when the leader and the group "Get the Job Done." The skills included were "Sharing Leadership" and "Managing Learning." Though there was clearly overlapping use of many of these skills simultaneously by any skillful leader, the intent of the three-phase organization was to provide leaders with a system for applying the 11 leadership skills.

Original plans called for continuing the leadership development experimentation through 1972 or 1973, but chance intervened. As a part of an ongoing evaluation and update of its program, the BSA was preparing to launch an "improved" Scouting program for troops in the fall of 1972. It was clear to Chief Scout Executive Alden Barber that this was the time to launch the leadership development training as a part of the new program of emphasis. Thus the decision was made to switch all Wood Badge courses to the leadership development format in 1972. The Volunteer Training Service took over the responsibility of supervising the program since the experiment was over.

Leadership Development Courses— The Initial Evaluation

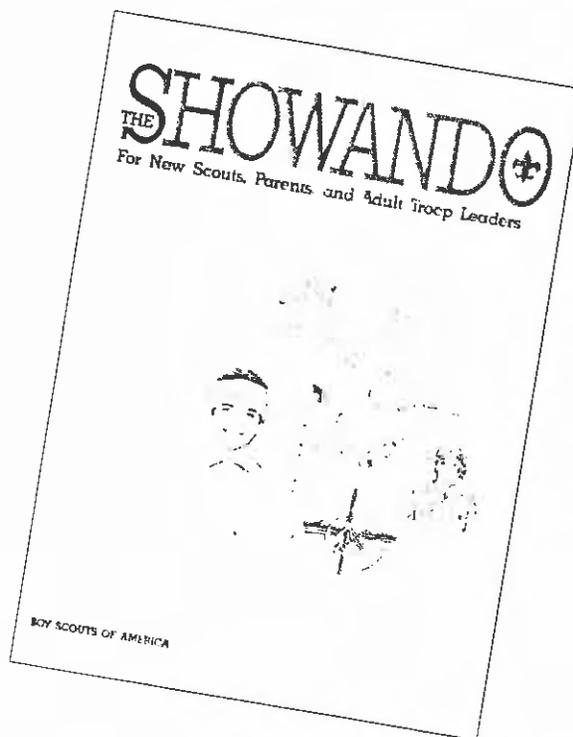
Although a switch to the leadership development format was a major change in the instruction offered at Wood Badge, the course remained remarkably the same in its operation. There is little question but that Baden-Powell himself would easily have recognized the course as the one he originated, for many of the organizational and operational aspects were the same.

The course still operated as a troop and emphasized the patrol method, the key learning school of the Scout (and the Wood Badge learner). The course still emphasized patrol spirit and the *esprit de corps* that can and should develop among a group working as a team. Early Scouting and Wood Badge emphasized learning by doing and used the methods of outdoor activities and the patrol method to attract and hold boys. Scouts were encouraged by their peers to work as a team and to complete their Scout education through the advancement system. Leadership Development Wood Badge continued all these tried-and-true parts of the Scouting program and, like Gilwell in the 1920s, taught Scouting program and skills using the troop as the setting for learning. Scouters throughout the world would have easily recognized the Leadership Development Wood Badge course.

It appeared that the leadership development approach was “new” in only two ways. First, the manager of learning (MOL), now called effective teaching, approach to teaching situations was a slightly different approach from the traditional “showando” method of Scout instruction. Though both emphasized learning by participation, the manager of learning approach was more methodical and began with a “discovery” phase where both the instructor and learner could evaluate his knowledge of the skill. This introductory phase often provided a setting for the learner to be challenged and motivated to learn the skill. After this first phase, the traditional showando approach of instructor coaching while learner practiced, was followed by the learner demonstrating the skill with no assistance (teach-

ing/learning and application phases). The manager of learning approach then closed with a more formal “evaluation” in which both instructor and learner reached agreement on whether or not the skill had been successfully learned. The end result of the manager of learning approach over the showando was probably not too different in some learning situations, but most Scouters familiar with both felt the manager of learning method was a clearer model to ensure that learning had taken place.

The second major difference between the traditional Wood Badge and the leadership development model was that the newer version was an attempt by the BSA to introduce leadership skills *by conscious design* rather than allowing a more time-consuming trial-and-error approach for each Scout and leader. The 11



skills of leadership identified in the course had obviously been used in some form by Baden-Powell and other successful leaders throughout Scouting and elsewhere. The difference was that now the BSA began to identify leadership as a function of moving a group of individuals to accomplish a common goal. The leader, they were told, must both accomplish his task and keep his group working together. To do this he must know how to apply the 11 leadership skills consciously so that the group is established, can communicate and use its resources; is developed to plan, represent, control, evaluate, train/learn, counsel, share leadership, and set the example to accomplish its mission. In short, the leadership development course was designed to provide a systematic approach to the application of leadership skills so that Scouters could be most effective in carrying out a program for young people. Prior to this course, when a Scoutmaster took basic training or Wood Badge, he learned a lot about Scoutcraft skills and the operation of the troop by the patrol method, both very important topics. But when he returned to his troop to apply those skills, he still had to rely on his own experience gained elsewhere for guiding his adult and youth leaders most effectively to accomplish Scouting's purposes. Though no one felt the leadership development approach could guarantee success, nearly everyone felt it was a much more useful set of skills for Scouters than just the traditional Scoutcraft skills approach.

One advantage quickly apparent in the new course was its usefulness to virtually every Scout leader, no matter what his position. Previous courses dealt largely with how to teach Scoutcraft skills or put on training courses. These approaches benefited unit leaders the most and commissioners and trainers to a lesser degree. The new course, however, with its emphasis on leadership skills was useful to everyone including district chairmen, unit and district committee personnel, council presidents, professionals, in fact, everyone who had to work with others in a group.

A clear indication about the usefulness of the new course came from reports filtering back about how it helped leaders outside of

their Scouting job. Time and again Scouters commented that using the leadership skills elsewhere had led to a promotion, improved relations in their families, or resulted in new accomplishments in their church and their community. As with any innovative approach, there were those who were more comfortable with the previous Scoutcraft skills Wood Badge and felt the new approach took something away from the course. In large part, however, this leadership development course has met or exceeded all that was expected of it. Since 1972 it spread across the nation with amazing speed and the opportunity to attend Wood Badge has greatly expanded. Attendance at Wood Badge had doubled over 1967 by the time of the Bicentennial celebration 9 years later.

Another clear strength of the leadership development Wood Badge approach was its follow-up and application phase. In the traditional skills course, the answering of the "theoretical" questions and the 6-month application phase were very vague and largely unsupervised. Each learner was left on his own to do his paper work and turn it in before the 3-year time limit expired. The training personnel in each council were responsible to check on a Wood Badger's progress, but in practice this was seldom done. The result was that only about 60-65 percent of those taking the practical course completed all requirements and received their beads, certificate, neckerchief, and woggle.

In the leadership development program, however, the application period is closely supervised. Each Wood Badge learner is assigned a coach-counselor as his personal adviser for completing his training. In many cases the learner knows who his counselor will be before he leaves the practical course (and, indeed, it may be someone from the course staff). In any event, the learner completes a preliminary "ticket" before he leaves the practical course. This ticket is merely a contract in which he tells how he will apply each of the 11 leadership skills to his Scouting job at home. This program must be used for a minimum of 6 months and finished no later than 2 years after the end of the practical course. The learner works with

WOOD BADGE WILLIE Artist: Thomas M. Tipton, Jr., sergeant, first class, U.S. Army. Compliments of J. Howard Kautz.



1st DAY



2d DAY



3d DAY



4th DAY



5th DAY



6th DAY



7th DAY



8th DAY



9th DAY

his counselor in meeting the goals of his ticket. Once both have evaluated the success of the learner and are satisfied, the award of the beads and other materials is made. This system, which gives responsibility for follow-up to both the local training people and to the Wood Badge Scoutmaster and his staff, has led to a completion rate of about 85 percent for all learners. Courses with a completion rate of over 90 percent are not uncommon.

The clear indication here is that Wood Badge training is definitely being applied to the local Scouting program. It is making its impact felt where it will do the most good—in units for Scouts and in support of those units.

By 1979, however, the Volunteer Training Division of the BSA felt that Wood Badge did need some modifications. After 6 years of using essentially the same staff guide, it became clear that many people wanted more instruction in Scoutcraft skills. There were a number of comments, too, about certain approaches and titles which appeared overly academic to some Scouters. As a result, two new staff guides were developed for use in courses in 1979—one for weekend and one for weeklong courses. These guides were a serious effort to combine the best of the Learning Development course and of the previous Scoutcraft course. All eleven Learning Development skills were kept, but such a troublesome title as "guided discovery" was changed to "problem exposure." Though the manager of learning concept was kept, the person using it was known as a presenter, not a manager of learning. Specific learning sessions in the main Scoutcraft and campcraft skills were added for the benefit of all learners, usually presented by the staff. Initial response to these courses was good and some version of this sort of course is likely to continue.

What is the final verdict, then, on the leadership development approach to Wood Badge? Though it has been in widespread use since 1972, it is probably not too optimistic to

say that it has been well received by Scout volunteers everywhere. There has never been a formal "scientific" attempt to validate that the course does indeed develop leaders. In dealing with human traits such as leadership, social scientists continue to debate the cause and effect; one of the key factors is clearly the differences between the way leaders succeed with their groups. Each appears to have a slightly different leadership "style" and applies leadership skills in different ways. Nevertheless, leading academic and business leaders who study and operate in the leadership arena generally agree that the 11 skills taught in Wood Badge are part of the leadership equation in some form. It is clear that Wood Badge continues to provide the experience in patrol and troop operation and in the building of Scout spirit that has been its strength since the days of Baden-Powell. All available evidence also indicates that the addition of leadership skills has had a positive effect on Scouters attending the course. Each of them is asked to provide a brief written evaluation of the course before they leave it. Furthermore, the 6-month to 2-year application of the skills in their "ticket" provides ample opportunity to reflect on the skills and to discuss them with the assigned coach-counselor. Virtually all evaluations from Wood Badge participants and staff are positive. Some are certainly more able to apply the leadership skills than others. But even those with the most extensive management experience from government, business, military, and industry generally approve of the course, its content and the organizational arrangement of the learning experience.

The future will almost certainly bring additional modifications to Wood Badge. Change is natural and healthy as new situations demand them. So far, however, leadership development seems to have met the challenge for adequately training Scout leaders in the 1970s and the 1980s.

THE VARIATIONS AND THE FUTURE

As has been shown, the needs of training Scouters has changed in the BSA. Wood Badge has changed to meet those needs.

Explorer Wood Badge

In England, after Baden-Powell began Wood Badge for troop leaders, there eventually developed other courses for different groups of Scouters. In time a Wood Badge for Akela leaders (Cub Scouters) was begun as was one for commissioners and another for Rover (Explorer) leaders. In the United States, Wood Badge was never carried out on such a varied scale. There was, however, an Explorer Wood Badge offered during the 1950s. It was limited to two or three national courses a year and, though records are scarce, there seems to have been about 30 courses in all.

Those attending Explorer Wood Badge during this period wore a learner neckerchief which was the reverse of that worn in Scout courses. Instead of wearing a green neckerchief with a brown ax-in-log emblem on it, Explorer leaders wore a brown one with a green ax on it. Like the other courses, the Explorer Wood Badge was organized along the lines of the program in which it was training. The course director was the Advisor and his right-hand man was the senior crew leader. The learners were divided into "crews" with traditional names of American mountain men such as Kit Carson, Jim Bridger, William Clark, and Daniel Boone.

The Explorer Wood Badge was an appropriate training experience when Exploring was outdoor oriented and organized around camping experiences—an advanced form of Scouting. By 1958 or 1959, however, the Boy Scouts of America had introduced a less-outdoor-oriented program to match more closely the needs and

desires of modern high school-age young people. Explorer Wood Badges were then phased out since Advisors still involved in an outdoor post could achieve similar training in a Boy Scout Wood Badge course.



Weekend Courses

As the Boy Scouts of America made the decision to expand the Wood Badge program in the 1970s with leadership development, serious concern arose about the availability of courses. If the desire was to have all commissioners and Scoutmasters, as well as other key leaders, go to Wood Badge, it became evident that requiring them all to attend a weeklong course would be impossible. There were just too many leaders who couldn't take a week off, especially if they also followed BSA guidelines to attend summer camp with their troop for a week.



**EXPLORER
WOOD BADGE
NO. 1, SCHIFF 1951**



First Explorer Wood Badge

Fortunately a solution was at hand. For years in other countries Wood Badge had been offered spread over several weekends. After some discussion, an experimental weekend course was authorized under the direction of the National Capital Area Council in Washington, D.C. Based on that successful experiment, beginning in 1974 weekend courses were authorized.

The weekend course quickly caught on and by 1977 half the courses in some regions were the three-weekend variety. Those who have had experience with both courses feel there are advantages to each, but generally agree that both can be highly successful in all respects, including spirit and effective use of the patrol method.

Women in Wood Badge

At the time of the introduction of leadership development and the improved Scouting program in 1972, the Boy Scouts of America was continuing to evaluate its need for leadership in various registered positions and its ability to serve young people in a changing modern society. It soon became apparent that for most registered positions, women could serve as well as men. The exceptions were positions directly related to the BSA method of adult male association—where boys worked with a man to have a favorable role model for developing as citizens in the American society. These male-only positions were limited to Scoutmaster and assistants, Webelos den leaders and certain Lone Scout positions. All other registered positions, including commissioner and Cubmaster, were opened to women. It then became clear that logically they should have the opportunity to benefit from Scouting's premier training, Wood Badge.

This was a change for the Boy Scouts of America, but women in other Scout associations had been attending Wood Badge for years. At its National Council meeting in 1976, the BSA approved attendance of women in Wood Badge. Soon, courses were held in which

women attended and they were soon earning their beads, woggle, and neckerchief.

Regional Administration

Until the 1970s, Wood Badge was administered nationwide by the Volunteer Training Service at the national office. After 1972, it became evident that the number of Wood Badge courses would expand dramatically. Controlling them in the national office would be cumbersome and inefficient. The BSA had reorganized its regional structure by this



Diana L. McLeroy, Panama Canal Council, with Green Bar Bill Hillcourt

Credit: Philip Gilmer

time, so it seemed logical for the six new regional management centers to take over the administration of Wood Badge. A professional in each region picked up this responsibility. As the volunteer structure was developed in each region, volunteers at the region and area level would carry part of the responsibility for overseeing Wood Badge courses, qualifying course directors and helping maintain the quality of Wood Badge. Since the fall of 1974, each of the six BSA regions has handled Wood Badge, approved courses, appointed course directors and staffs, maintained staff, learner, and course records, and issued beads, woggles, neckerchiefs, and certificates on completion of training. A regional Wood Badge (training) committee composed of area Wood Badge chairmen has supervised this operation. Course director development conferences and seminars are now normally held once a year on an area or regional basis.

Cub Scout Trainer Wood Badge

With the institution of a vastly expanded volunteer committee structure by 1974 in support of the various program areas in Scouting, the national Cub Scout Committee began to discuss in detail the full training program available for Cub Scout leaders. It was decided that an advanced training course was needed to assure that the best training was available in every council and district. A Wood Badge course director and long-time Cub Scouter from Oklahoma, Bill Elliott, was commissioned by the national Cub Scout Committee to develop a Cub Scout Trainer Wood Badge. The course was written, an experimental version field tested and, in 1976, the first Cub Scout Trainer Wood Badge was held in November at the camp of the Choccolocco Council, Anniston, Ala. Attending were 68 learners and key Cub Scouters from all six regions who would soon be responsible for Cub Scout Trainer Wood Badge in their own areas. In 1977, each region held its own Cub Scout Trainer Wood Badge and two per region were scheduled in 1978 except North Central

Region, which held three. In most recent years each region has held an annual Cub Scout Trainer Wood Badge course.

The Cub Scout Trainer Wood Badge was designed to meet the needs of Cub Scout leaders as seen in the 1970s. Like its Boy Scout cousin of a quarter century earlier, the Cub Scout Trainer Wood Badge began as a train-the-trainer course. It is not intended that pack leaders attend Cub Scout Trainer Wood Badge until most region, area, council and district Cub Scout trainers have had an opportunity to attend.

The organization of Cub Scout Trainer Wood Badge is similar to the Boy Scout leader version with the same phases—a weeklong practical course, followed by writing and applying a "ticket" or contract to one's Cub Scout job. At the practical course the learners are divided into dens, led by den leaders and a Cubmaster. The course material includes both leadership and administrative skills as well as detailed practice of Cub Scouting activity skills. The course is not as leadership development-oriented as is the Boy Scout Leader Wood Badge.

Volunteer Training Division

After 4 years experience with the regions administering Wood Badge and other training being developed by the Cub Scout, Boy Scout, and Exploring Divisions in the national office, the Boy Scouts of America in early 1978 moved to again give special emphasis to the crucial job of training. As of February 1, 1978, a new Volunteer Training Division was established in the Program Group in the national office. This division has responsibilities for training across the entire program spectrum, working closely with the appropriate program divisions.

The first director of the new division was George Bett, a former member of the Volunteer Training Service who helped John Larson complete the experimental portion of leadership development. Bett had three associate directors, Russell A. Williams, Earle W. Peterson, and Robert G. Maxfield to assist in writing support

material, working with a volunteer committee, traveling, and giving support to training in the field.

The new Volunteer Training Division had a positive impact on Wood Badge. It was able to provide full-time leadership which gave better emphasis to improving Wood Badge, updating support materials and otherwise monitoring its long-range development. When responsibility for Wood Badge had been placed in the regions and in the Boy Scout Division in 1974, there was little or no additional manpower or money provided. The result was that training in general and Wood Badge in particular became merely part of a number of responsibilities for a small number of professionals. Despite their hard work and the assistance of a number of dedicated volunteers, training materials didn't get the attention needed. With a new separate training division, training and Wood Badge again received the attention required to assure the best materials and methods possible for the training of volunteers to provide the programs of Scouting to today's young people.

Conclusion

In the final analysis, then, what can be said about the impact of Wood Badge on the Boy Scouts of America? Clearly, it is not a guaranteed training method which always succeeds in making a Scouter a perfect leader. It is not unusual for one to hear (usually from one who has not attended the course) that they know of a Scoutmaster who is Wood Badge trained who is a *TERRIBLE* leader. And this is no doubt true. It has been said that if a fool takes training, the result is a trained fool. Every form of training has its successes and failures, but there are indications that Wood Badge has had a positive impact on the Scouting program in America.

It should be stated at the start that there is no objective evidence that Wood Badge improves leadership in Scouting. The Boy Scouts of America has never undertaken to statistically validate the impact of Wood Badge by conducting before and after tests, or by comparing

Wood Badge Scouters with Scouters who are not Wood Badge trained. So this analysis will have to rely on intuition and indicators rather than rigid analysis.

First, it is safe to say that nearly all participants in Wood Badge have fond memories of the course as a challenging, enthusiastic, inspiring event with great fellowship and traditions. They are proud to be a member of Gilwell Troop 1 and are eager to defend "their" patrol (one of the standard eight patrol names) as the best in Wood Badge. Wood Badgers are typically enthusiastic promoters of the course to Scouters who have not attended. But there are other positive indicators, as well.

It is not unusual to hear Wood Badgers discussing the course they took and comparing experiences. This generally starts out with such data as when the course was held, its location, the patrol they were in, who the Scoutmaster was and maybe who some of the staff were. The highlights most often mentioned include the weather (especially if there was a lot of rain or mosquitoes), the morning flag ceremonies, and campfires. Other big experiences usually discussed are the patrol overnight camp, the "adventure trail" challenges and the closing feast. Then there may be more unique events such as a course visited by bears or a typhoon.

Some examples of unique courses or experiences which surfaced during research for this Wood Badge history include Wood Badge No. 7 held in August 1949 on Melitna Island in Flathead Lake near Polson, Montana. Joe Thomas directed the course with such old-timers as Doc West and Don Higgins on the staff. The patrol overnight camp required canoeing to nearby Wildhorse Island.

One Scouter reported he had been tapped out to become a Vigil Honor member of the Order of the Arrow, Scouting's society of honor campers. The night of his Vigil ceremony fell at the end of the Wood Badge course, but with some assistance from the course director, he was able to combine these two very meaningful experiences into one.

Another man, a professional Scouter from Florida, recalled his involvement in Explorer Wood Badge No. 1 held at Schiff Scout Reserva-

tion July 21-29, 1951. The adviser (course director) was Bud Bennet, assisted by Doc West, Dan Pinkham, Bill Wanneberger, and Howie Shattuck.

A New England Scouter was surprised and pleased when a woman student visiting from Sweden recognized his Wood Badge beads and remarked how well Gilwell training was thought of in her country.

One of the most amazing stories relates to an amazing course, the Walking Wood Badge held at Philmont. The fifth of these backpacking courses, No. SC-175, was held in June and July 1980. As with all previous courses, Scoutmaster Jack Callaway emphasized the importance of good physical conditioning prior to the course. One candidate replied with his plans to continue his conditioning on the way to the course. Edward "Ted" Carpenter, vice-president for District Operations of Evergreen Area Council in Everett, Wash., promised to ride his bicycle to Philmont. Sure enough, when the course opened he was on hand, having ridden for two

weeks to cover the 1,500+ miles across the Rocky Mountains to Philmont near Cimarron, New Mexico. When the course was completed, Carpenter rode his bike to Denver (another 250 miles) and took a plane back home.

A different indication of the impact of Wood Badge on the people involved is the number of songs, poems, and newsletters resulting from the course. In the appendices are printed some examples, but it is interesting to note that on nearly every course there are special efforts by those musically inclined or poetically gifted (or not-so-gifted) to try to capture their Wood Badge experience for savoring in the future and sharing with others. Members of patrols have been known to maintain annual newsletters between themselves for 20 years or more, following each other's careers, family changes, and Scouting involvement.

As has already been mentioned, another indication of Wood Badge's impact since the beginning of leadership development is the report of its positive influence on the family.



Credit: Glen A. Fowler

Staff, Walking Wood Badge No. 1, Philmont, July 17-24, 1976. Standing: Elbert W. Bennett, QM, Karl Koerner, ASM, Forrest H. Muire, SPL, Glenn A. Fowler, SM, Clovis A. Hansen, ASM, Harry A. Warrkk, AQM, Barney Seely, CK, Oley F. Hedrick, ASPL, Kneeling: Bruce Barnes, C/C, Jerry O. Young, C/C, Carl Nelson, C/C, David G. Bailey, C/C, David E. Fab, C/C, Jack Callaway, C/C, Ralph W. Clement, C/C,



Credit Raymond T. Adler



Credit Raymond T. Adler

Rafting Wood Badge (Experimental)



The lead canoe with SM and SPL at Canoeing Wood Badge (Experimental)

Credit Raymond T. Adler



Pioneering projects are tested by Scoutmaster Ray Adler at Canoeing Wood Badge

Credit Raymond T. Adler



1ST CANOE WOOD BADGE

Scoutmaster Ray Adler at closing ceremony

Credit Raymond T. Adler

church, and career lives of the participants. A Scouter from Connecticut remarked "the experience . . . traveled back with me to my job as an officer of a large New England bank and as an assistant Scoutmaster. The leadership competencies were so adaptable to my business world. . . . At the troop level I saw immediately an improvement in our boy leadership."

In Utah another person said, "Wood Badge helped me be a better Scouter but beyond that it helped me be a better me! . . . In my family, church, social, and business activities." One Scouter said he was "hornswoggled" into attending Wood Badge—but it was "one of my most rewarding and truly landmark experiences." He goes on to quote some business executives: ". . . owner of a food company, sends his . . . managers who are Scouters to Wood Badge for its comprehensive 'what-makes-people-tick?' philosophies and motivational techniques." He further describes another company president who has a policy of time off, fees paid, to any of his superintendents wanting to attend Wood Badge.

Finally, there is a clear indication of the importance of Wood Badge in the lives of the thousands of Scouters who will sacrifice year after year to serve on the staff of the course. Though staff service is in addition to other Scouting commitments and requires intense involvement as well as time and personal expense, there are countless Scouters who are always available for staff service. True, there is prestige connected with staff service, but for most it is much more than that. It is a fellowship and a chance to influence in a positive way the current "new" leaders in Scouting and to spread the spirit of the movement to them. Though most staff members only serve two to four times because of other commitments, there are some who are legendary in their dedication to Scouting and Wood Badge service. In all parts of the country there are those known for their long-term service on 20 or 30 or even 50 Wood Badge staffs. No matter what their business career level or family commitments, these great Scouters all have in common a love of Wood Badge for its essence of Scouting spirit and the chance for great association with tal-

ented, fun-loving, dedicated Scouters who are determined to see Scouting grow and prosper and continue to build strong citizens for the future.

As a result of this spirit and dedication to Wood Badge as the finest training and the embodiment of what Scouting can mean to young people, there have even grown up in recent years some examples of a once-discouraged event, the Wood Badge reunion. In the early days of Wood Badge training in America, reunions were frowned upon because there was a fear that Wood Badge Scouters would form an elite clique in councils, possibly taking attention and manpower away from Scouting units that needed help. More recently however, a desire for rekindling of and rededication to the Wood Badge spirit has led some councils to hold reunions. At these events, Scouters have been reminded of their responsibility to serve young people and in some cases have even taken on new projects or "tickets" to serve Scouting. A "back-to-Wood-Badge" concept combining fellowship and an "annual ticket" selected from a list of Scouting needs developed by the council training committee and council Scout executive has done much to enrich Scouting in many councils.

In conclusion, then, it seems apparent that while we can say Wood Badge is no cure-all for all the challenges of Scouting, it has certainly had a positive impact on the Boy Scouts of America. Those involved with Scout training generally believe Wood Badge has increased the effectiveness and motivation of most participants. Certainly it appears that most Scouters with extended tenure and high levels of enthusiasm and commitment to Scouting have been through Wood Badge and there had their Scouting spirit kindled or fanned or reborn. Nearly all who have taken part in Wood Badge feel that the experience has made a difference in the lives of both boys and leaders. In short, where it has been applied it has made a difference and has had a positive influence on young people. And most in Scouting are satisfied with that assessment and believe the time and effort and expense of Wood Badge has been worth it.