

**THE USE OF THE JTE PROGRAM FOR UNITS IN THE BLUE RIDGE COUNCIL
SOUTHBOUNDER DISTRICT FROM 2011 TO 2017**

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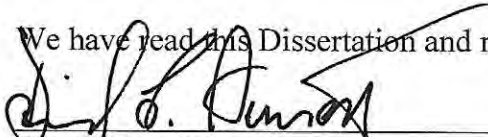
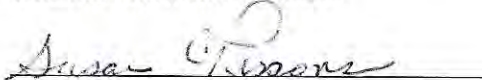
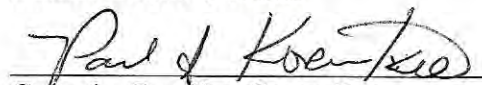
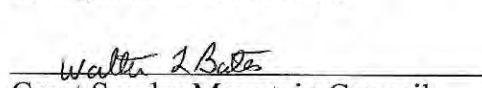
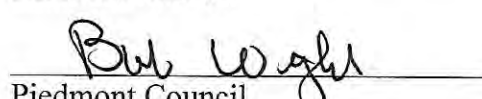
To the Doctoral Candidate Review Board:

I am submitting herewith a Dissertation written by William R. Bryant, entitled "The Use of the JTE Program for Units in the Blue Ridge Council Southbounder District from 2011-2017". I have examined the final copy of this report for format and content and recommend that it be accepted in partial fulfillment of the requirements for the Degree of Doctor of Commissioner Science.

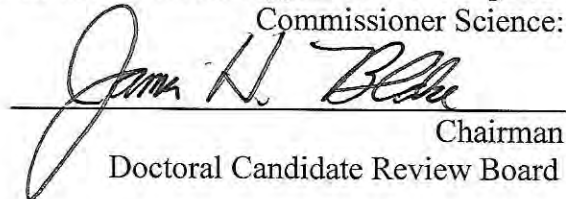


Anna L. Booher

We have read this Dissertation and recommend its acceptance:


Blue Ridge Council
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Georgia-Carolina Council
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Piedmont Council
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Accepted for the Piedmont-Appalachian College of
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I would like to thank Dr. James Blake, Dr. John Sweeney, and Mr. Bob McGowan for the information about and the use of the district Journey to Excellence scorecard for the Southbounder District and obtaining the Southbounder District JTE Reports for 2013-2017 for my research.

I am particularly grateful for the assistance and support given me by Traci Bridwell at the Blue Ridge Council. For my research, she obtained the Journey to Excellence records for the council for the years 2011-2017, answered my questions about how Journey to Excellence is recorded by the council, and helped me reconcile the Journey to Excellence information I obtained from my survey questionnaires and the council's records.

Last but not least, I would like to thank my wife, Florence Bryant, and son, William R. Bryant Jr. for their support while I was working on my thesis project. My son was especially helpful in formatting my paper and setting up the tables, figures, and appendices.

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ABSTRACT

The Journey to Excellence Program is one of Scouting's principal measurements of a unit's success in providing boys and young adults with a quality Scouting program. The Journey to Excellence Program uses a balanced approach to measure a unit's performance. It guides a unit's program planning before the year begins, monitors the unit's activities for continuous improvement during the year, and recognizes the unit's performance at the end of the year. In planning a unit's strategy, units use actual numbers from the previous year to guide their performance improvement goal planning. Units measure their performance during the calendar year. By using the Journey to Excellence Program, units are able to plan, evaluate, guide and track, and set guidelines and standards to monitor and make changes to their program and improve the quality of their program.

I have two Scout troops that use the Journey to Excellence program and each year they have earned a Gold Level for Journey to Excellence. When I was considering a topic for my doctoral project, I wondered if other units in Southboulder District were using the Journey to Excellence program because as Unit Commissioner for these two Scout troops and visiting these Scout troops on a regular basis, I have seen how the use of the Journey to Excellence program can provide a quality Scouting program to the youth of our community.

Southboulder District had 36 units during 2017 consisting of packs, troops, crews, and posts. So I decided to do my doctoral project on the use of the JTE Program by units in the Southboulder District as to whether they were familiar with JTE, if they were using JTE to

track their unit's progress during the year, how they were tracking their JTE, and whether they reported their JTE to the council with their re-charter paperwork. From a review of a summary of the JTE scorecards reported to the Blue Ridge Council for 2017 and my survey of the 36 units in Southbounder District, nine units or only 25% of the units used and reported Journey to Excellence to the council in 2017.

CHAPTER I

INTRODUCTION

As a Unit Commissioner for two Scout troops in Southbounder District in the Blue Ridge Council, I wanted to do my thesis on how the Journey to Excellence program was being used by Scout troops in the District for 2017. Also, I wanted to determine if the Scout troops were consistently reporting Journey to Excellence (JTE) to the council and how the council recorded JTE. Both of my Scout troops reported their JTE to the council for 2011 through 2017 and received the Gold Level each year. Originally, I was only going to include Scout troops and not include packs, crews, and posts in my project. During my thesis report to the Doctoral Candidate Review Board, one Board member asked me why I was only doing Scout troops and not including packs, crews, and posts. I said at the end of 2017, our district had 36 units – 15 packs, 15 troops, two crews, and four posts and if I included all 36 units, I might have time restraints to complete my dissertation rough draft by the January 1, 2019 deadline. After discussion with the Doctoral Candidate Board, Dr. James Blake, Chairman of the Doctoral Review Board, and my advisor Anna L. Booher, I decided to include all units in my project because this would show a better overall use of JTE in the district instead of Scout troops only.

When I was deciding on my thesis topic about Journey to Excellence for 2017, Dr. James Blake and Dr. Lloyd Swift, Jr., past Chairman of the Doctoral Candidate Review Board, suggested I determine what Journey to Excellence records the council had for the years 2011 through 2017, since the Journey to Excellence Program was introduced in 2011. I contacted Traci Bridwell, Blue Ridge Council registrar, and she sent me the council's JTE records which I

have summarized in my thesis (Appendix A). Traci Bidwell obtains her JTE records from unit re-charter paperwork. When units re-charter, she records, for her own records, if a unit submitted the JTE scorecard in their re-charter paperwork. She does this for her own records and is not required to record or maintain any JTE records for the council.

To include all units in my thesis research and obtain information on whether or not units were using the JTE Program and reporting it to the council with their re-charter paperwork for 2017, I created a survey questionnaire (Appendix B) to obtain the JTE information I needed from the units. I decided to have the Unit Commissioners in my district assist me in obtaining the JTE information I needed for the units they served and I would contact the units not assigned a Commissioner.

On August 6, 2018, I attended the Council Commissioner's Cabinet/District Chair Meeting. During this meeting, Dr. John Sweeney, Assistant Council Commissioner, handed out a council JTE report through June 2018. Part of this report was compiled from the Commissioner's detailed unit assessment reports reported to the council. I asked him if I could get the final 2017 JTE report for Southbounder District that the Council had compiled and if there were final JTE reports available for years 2011 through 2017 for Southbounder District. If the council would show me how to access the District JTE reports, I would research the information myself, but Dr. James Blake, Blue Ridge Council Commissioner, and Dr. John Sweeney told me I couldn't access these JTE reports because I was a Unit Commissioner and only District Commissioners and above could access these reports. As a result, with the

assistance of Mr. Eric Maguire, Southbounder District Commissioner, I was able to obtain the Southbounder District's Final 2016 JTE Report (Appendix D) and the Southbounder Final 2017 JTE Report (Appendix E). Dr. John Sweeney contacted Mr. Bob McGowan, Leadership and Performance Chair for Southern Region Area 5, to ask him whether District JTE reports were available for the years 2011 through 2015. Mr. McGowan sent me a summary of the results for the Southbounder District JTE Reports for the years 2013 through 2015 since data only went back to 2013 (Appendix C). For the Southbounder District JTE Reports, I have only included the final points and final status for the years 2013 through 2015 because the data for these years were in a different format consisting of eight pages instead of dials used for the 2016 and 2017 JTE Reports which only included one page. The criteria for the district JTE reports were the same for the years 2013 through 2017. Although reviewing Southbounder District reports were not originally in the scope of my project, I reviewed them because the use and reporting of Journey to Excellence by units in the Southbounder District affects the status level (bronze, silver, and gold) for the Southbounder District.

CHAPTER II

METHODS

According to Traci Bridwell, when troops re-charter online, the JTE scorecard is included in the re-charter paperwork. Then troops can fill out their troop's JTE scorecard and submit it with their re-charter papers. If troops re-charter manually, the JTE scorecard is included in their re-charter papers and the units can submit their JTE scorecard with their re-charter papers. However, the JTE scorecards are not required for re-charter purposes and the council does not record or request units to send in their JTE scorecards.

Traci also said the units may be recording and tracking their unit's JTE on *my.scouting.org*, TroopMaster, Excel spreadsheets or other unit records, but not reporting the unit's JTE to the council. Since the Journey to Excellence program is to be used to help units have a better Scouting program, units could be recording and tracking JTE for their units, but they are not reporting it to the council since JTE isn't required to be reported. Traci Bridwell only records unit JTE that is reported to the council and she does this for her own information because the council does not require units to report JTE with their re-charter. For example, my two troops have turned in and received JTE "Gold" for years 2011 through 2017, and the council recorded both of my troop's JTE for these years.

Currently, the Southboulder District has eight Unit Commissioners. The Commissioners serve 10 packs and 12 troops with some Commissioners serving both packs and troops. Only one Commissioner served one of the two crews and no Commissioners served any of the four

posts. From this information, I created a survey questionnaire to determine if units were familiar with JTE, if they were tracking JTE for their units, what records the units use to track JTE, and if the units were reporting JTE to the council. Also, if units are familiar with JTE and tracking JTE, why are they not reporting JTE to the council. I handed out my JTE survey to each Commissioner. I told them I was working on my doctoral project, briefly explained my project to them, went over the survey with them and asked if they had any questions about my survey questionnaire. By asking the Commissioners to do my JTE survey questionnaire for the units they serve, this would save me time trying to contact all the units myself. I would contact the units that did not have Unit Commissioners. The survey took less than five minutes to conduct, was filled out by a unit leader, and the Commissioners answered any questions the units had about the JTE questionnaire or JTE in general. The scope of my project was not to explain or describe the purpose, the use, and/or the benefits of using JTE if they were not familiar with JTE because the survey was only to determine if units were using JTE, tracking it for their units and reporting it to the council.

The council uses the Scouting's Journey to Excellence District Planning, Performance, and Recognition scorecard to track each district's JTE for the year (Appendix F). This scorecard guides a district's program planning before the year begins, monitors activities for continuous improvement during the year, and recognizes performance at the end of the year. Districts plan their strategy and use actual numbers from previous years to guide their performance improvement goal-planning. The districts qualify by meeting either determined or performance improvement standards by achieving a bronze, silver, or gold level of performance. The

scorecard has 16 criteria in five categories: Finance, Membership, Program, Unit Service, and Leadership and Governance. The criteria in each category are as follows:

1. Finance – Fundraising performance and Fundraising manpower.
2. Membership – Market share, Membership/youth growth, New member recruiting, and Youth retention.
3. Program – Cub Scout advancement, Boy Scout advancement, Cub Scout camping, Boy Scout camping, and Community service.
4. Unit Service – Unit retention/growth, Unit contacts, and Unit performance.
5. Leadership and Governance – District committee and Unit leadership.

The district JTE data are compiled and entered from data entered online by the units such as membership applications, advancement reports, and re-chartering. The criterion for unit contacts in the Unit Service category (number four above) is from the number of unit contacts and detailed unit assessments submitted by the Unit Commissioners. A review and summary of the Southboulder District unit contacts list for 2017 in Appendix G showed 30 units out of 36 units or 83% of the units were contacted during 2017. There was one pack not visited, one crew not visited and none of the four posts were visited (Table 1).

Table 1. Summary of Unit Contacts in 2017.

UNIT TYPE	NUMER OF UNITS IN DISTRICT	NUMBER OF UNITS CONTACTED
Packs	15	14
Troops	15	15
Crews	2	1
Posts	4	0
TOTAL	36	30

The total number of contacts, which includes multiple contacts of the 35 units contacted, totaled 123 unit contacts during 2017. Although there were 123 unit contacts during 2017, not all the unit contacts were detailed contacts. The 2017 unit contact summary list did not break out unit contacts by simple or detailed contacts. For 2018, the unit contact summary list breaks out unit contacts as simple or detailed. The council enters the data for the Finance categories, Market share in the Membership category, and Unit performance in the Unit Service category.

For a description of each criterion, see a copy of the Scouting's Journey to Excellence 2017 District Planning, Performance, and Recognition scorecard in (Appendix F).

CHAPTER III

RESULTS AND DISCUSSION

The numbers from Table 1 are from Appendix A. From a review of the Southbounder District's JTE reports for 2011 through 2017, the reporting of JTE has varied from 2011 through 2017 (Table 2).

Table 2. Summary of JTE Reported by Units for 2011-2017

Year	No. of Units in District	No. of Units Reporting	No. of Units Reporting JTE	% of Units Reporting JTE
2011	37	37	15	41%
2012	42	42	18	43%
2013	40	15	15	38%
2014	41	27	20	49%
2015	46	24	12	26%
2016	46	25	14	30%
2017	36	9	9	25%

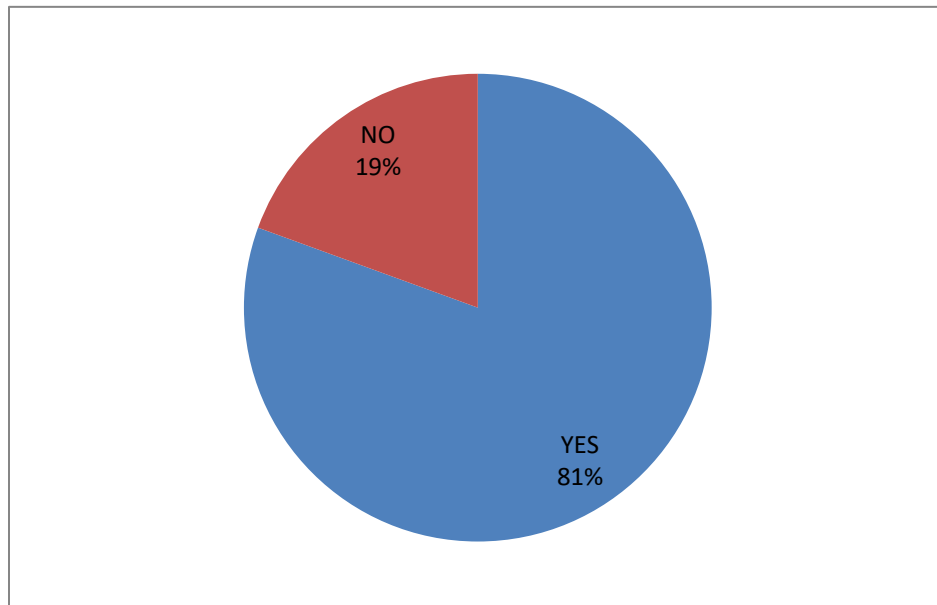
For 2017, the reason why the number of units reporting and the number of units reporting JTE were the same is because Traci only recorded the units that reported JTE online. There has been an overall decline in the number of units reporting JTE for the years 2011 through 2017. One reason for the decline in recording and reporting JTE could be because the JTE scorecard criteria may have changed, but from a review of the 2011 through 2017 scorecards, the criteria for JTE has not changed significantly and the criteria for the scorecards for packs, troops, crews and posts have been the same for the years 2015 through 2017. JTE scorecards for posts/clubs were only available for the years 2013 through 2017. Units may not be using JTE since council does not require JTE to be reported or does not emphasize or request JTE scorecards to be reported with their re-charter papers. From the results of my survey, some units may be tracking

part or all of the criteria for JTE, but not reporting it because they were not familiar with JTE, have never tried to use the JTE program, are not interested, or it's too much recordkeeping. Also, since the reporting of JTE is to be reported and included with the re-charter registration, it is a separate report from the regular re-charter paperwork and some units may think the re-charter papers include the JTE scorecard because units are not familiar with JTE. For 2017, Traci Bridwell, only recorded JTE scorecards sent in with a unit's online registration. As a result, I had to reconcile differences between her JTE records and my survey results as explained later in my report.

I was able to survey all 36 units listed on the council's Southbender District Totals Report for January 1, 2018. My JTE survey was conducted by Unit Commissioners and myself by visiting the units, from emails to the unit leaders or by telephone. The majority of the surveys (26 out of the 37 units) were conducted by me by phone because of my time constraints in obtaining completed surveys and because some of the Unit Commissioners did not have the time to contact their units. All of the statistical data reflects a total of 36 surveys.

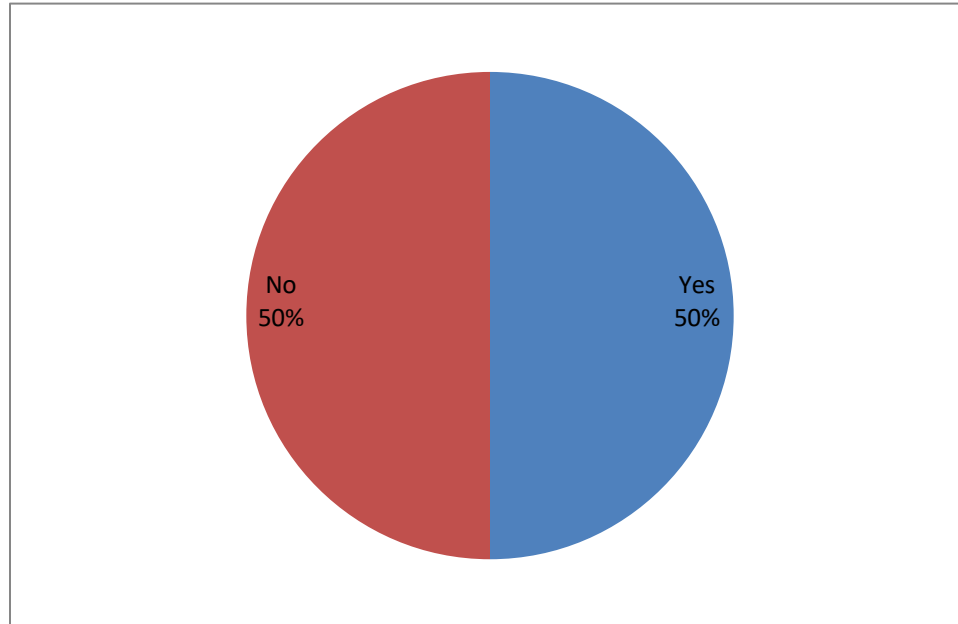
My project was to determine whether units were familiar with the JTE program, if they were using the JTE program to track their unit's progress during the year, and if they were reporting JTE with their re-charter papers. The first survey question was "Are you familiar with Scouting's Journey to Excellence Program? Of the 36 units asked if they were familiar with the JTE program, 29 or 81% of the units were familiar with the JTE program and seven or 19% were not familiar with the JTE program (Figure 1).

Figure 1. Responses to question 1 “Are you familiar with Scouting’s Journey to Excellence Program?”



From question 1, if a unit was familiar with the JTE program, was the unit using JTE to track the unit’s progress during the year? Of the 36 units asked whether their unit used Journey Excellence to track their unit’s progress during the year, 18 or 50% of the units used JTE to track their unit’s progress during the year while the remaining 18 or 50% didn’t use JTE to track their unit’s progress during the year (Figure 2).

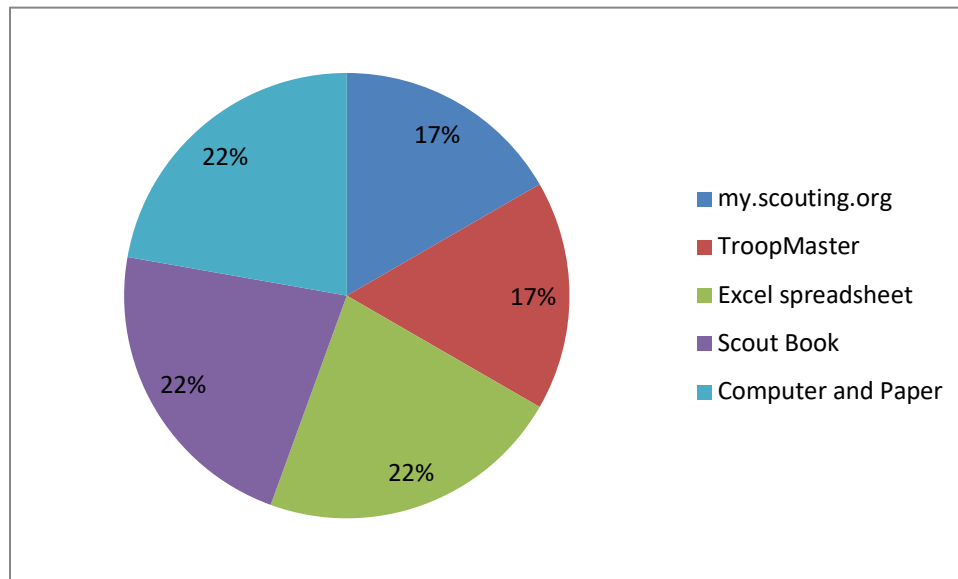
Figure 2. Responses to question 2 “Does your unit use Journey to Excellence to track your unit’s progress during the year?”



An answer to Question 3 “How does your unit track Journey to Excellence?” was required if a unit was tracking their unit’s progress by using JTE. From my survey, four units tracked some of their unit’s progress during the year by using Scout Book, computer, or paper records, but these units were not using their records for the purpose of tracking Journey to Excellence. These units’ surveys were answered as not using Journey to Excellence to track their unit’s progress during the year. The responses received for this question were my.scouting.org; TroopMaster; Excel spreadsheet; and other included ScoutBook, computer, or paper records. Computer and paper records were combined into one category for summarizing JTE. When summarizing my responses for this question, if a unit did not track JTE in question 2, then the answer to question 3 would be not applicable or N/A. There were 18 or 50% out of

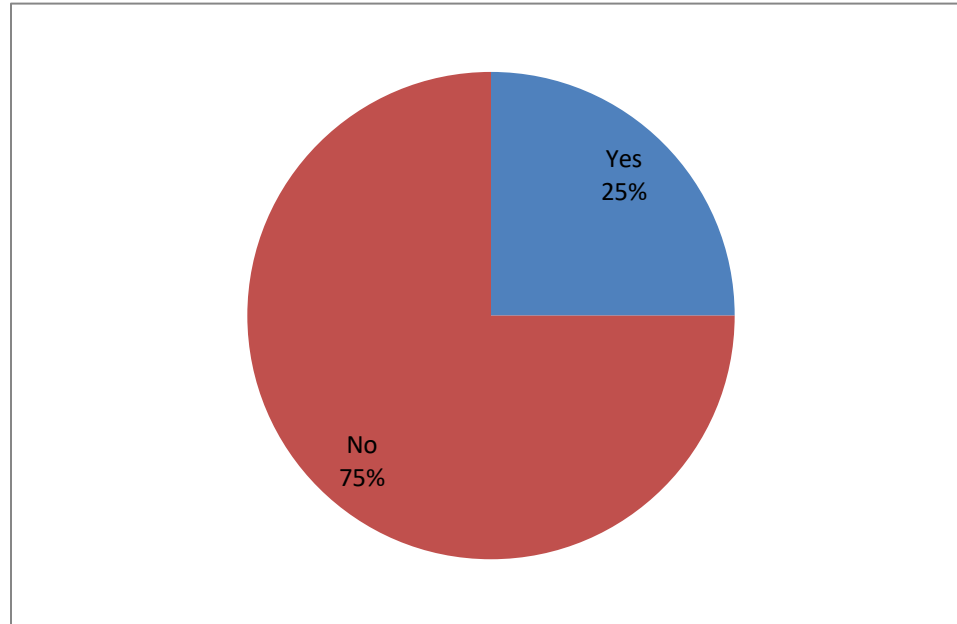
the 36 units surveyed that did not track JTE. There were 18 or 50% of the units surveyed that tracked Journey to Excellence by using my.scouting.org, TroopMaster, Excel spreadsheet, ScoutBook, and computer or paper records (Figure 3). This shows how the 18 units surveyed in question 2 tracked their JTE records.

Figure 3. Responses to question 3 “How does your unit track Journey to Excellence?”



From question 3, if units track Journey to Excellence for their unit’s progress during the year, then for question 4, do the units report Journey to Excellence to the council with their re-charter papers? From the responses received, nine or 25% of the units reported Journey to Excellence to the council with their re-charter papers and 27 or 75% did not (Figure 4.)

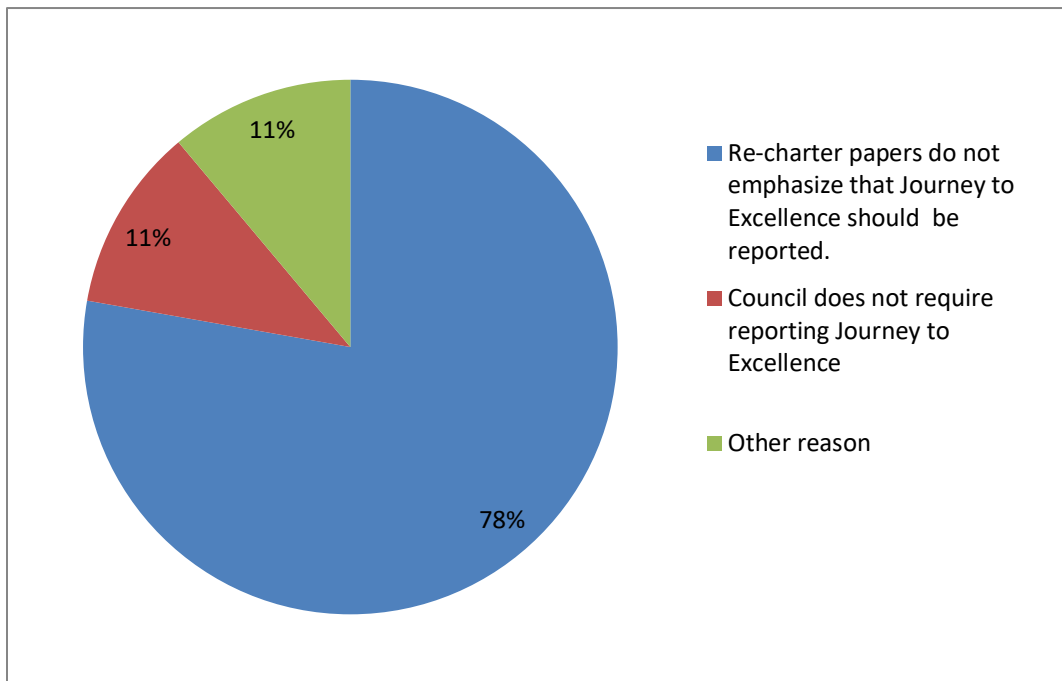
Figure 4. Responses to question 4 “Does your unit report Journey to Excellence to the council with the unit’s re-charter papers?”



Some units track Journey to Excellence, but do not report Journey to Excellence to the council. Survey question 5 asked why units were tracking Journey to Excellence, but not reporting it to council. This question only applied if a unit was tracking Journey to Excellence, but not reporting Journey to Excellence to the council. From the responses to questions 2 and 3 there were 18 units tracking JTE and from the responses for question 4 there were only nine units reporting JTE to the council. Therefore, nine units or 50% of the units surveyed that tracked Journey to Excellence did not report it to the council. Of those nine, seven units did not report Journey to Excellence to the council because the re-charter papers do not emphasize that Journey to Excellence should be reported. For the other two units, one unit did not report Journey to Excellence because JTE was not required to be reported to the council and the other unit did not

know how to report their Journey to Excellence using the council’s online re-charter registration (Figure 5). This shows that nine or 25% of the 36 units surveyed that tracked JTE actually reported JTE to the council with their re-charter papers.

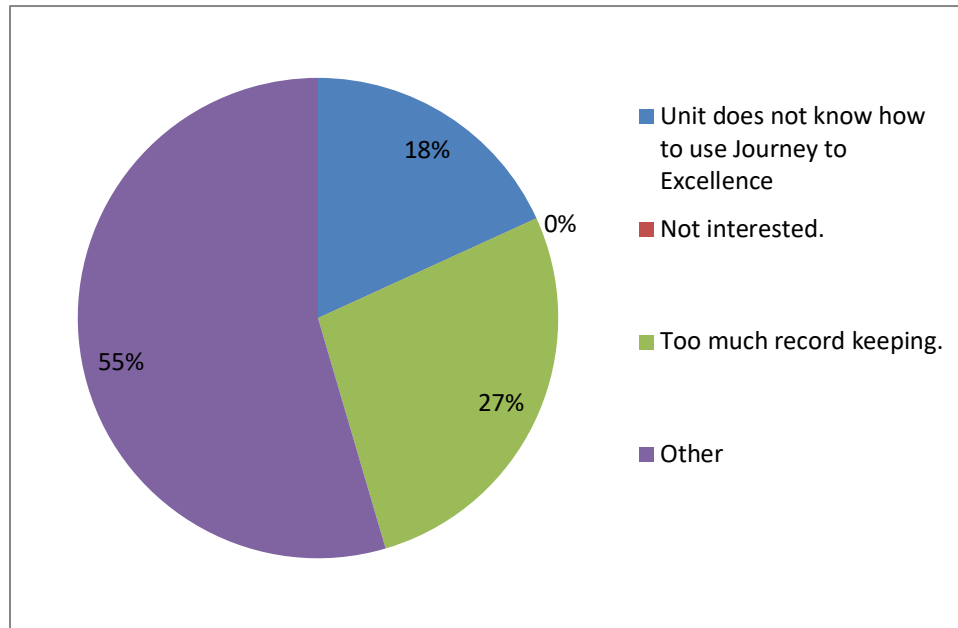
Figure 5. Responses to question 5 “If a unit is tracking Journey to Excellence, why is the unit not reporting it to the council?”



The answers to question 6 apply only to those units that were familiar with Journey to Excellence and why these units were not using Journey to Excellence. Of the units surveyed, 11 units or 31% of the units were familiar with Journey to Excellence, but were not using Journey to Excellence for the reasons listed for question 6. Of these units, two or 6% did not know how to use Journey to Excellence, three or 8% thought it took too much recordkeeping, and the other six or 17% were either in the process of reorganizing, the re-charter papers were turned in late,

and/or the unit is small and has not grown so their JTE would not be significant or the troop had never tried to use it. Also, of the units surveyed, 25 of the units or 69% were familiar with and used Journey to Excellence (Figure 6).

Figure 6. Responses to question 6 “If familiar with Journey to Excellence, but not using Journey to Excellence, why is the unit not using Journey to Excellence?”



For a summary of the responses to the questions in the Journey to Excellence survey questionnaire see Appendix H.

My doctoral project was to determine if units in Southboulder District were using the Journey to Excellence program. I reviewed the unit’s survey questionnaire answers to determine how many units were familiar with, were tracking, and reporting Journey to Excellence to the council with their re-charter papers. Of the units surveyed, 29 or 81% of the units were familiar

with the JTE program (Figure 1), 18 or 50% were tracking JTE (Figure 2), and nine units or 25% were reporting Journey to Excellence to council with their re-charter papers (Figure 4). The result for my study showed that only nine or 25% of the units in Southboulder District used and reported Journey to Excellence to the council for 2017.

For 2017, there were differences between the number of units reporting JTE from Traci's records as compared to my survey results, and the final JTE results (Table 3). Traci's JTE numbers, the survey results, and the final JTE results were reconciled as explained below.

Table 3. Summary of Traci's Records, Survey Results, and Final JTE Results

Unit	Traci's Records	Survey Results	Final JTE Results
Packs	2	6	3
Troops	4	9	5
Crews	1	2	1
Posts	0	0	0
Total	7	17	9

Traci recorded her JTE records from units turning in JTE on the unit's online registration, but she did not record any JTE reported if units turned in manual JTE scorecards. The difference of 10 units between the number of units Traci recorded as reporting JTE and my survey results is because seven units I surveyed that said they reported JTE did not report JTE to the council, one unit turned in JTE with manual re-charter papers not counted by Traci, one unit turned in a JTE scorecard online not counted by Traci, and one pack merged into another pack during 2017 and should not have been counted in my JTE total. The reasons for the seven differences were determined after Traci reviewed these unit's files from my survey for JTE reports and found that

there were no JTE reports in these unit's files at council. However, both Traci's records and my survey indicate that units are not using JTE to track their Unit's progress during the year.

As the results from the survey show, there were only nine units that used and reported JTE to the council for 2017. The number of these nine units differed from Traci's seven units by two units that she recorded because Traci did not record one unit that had reported their JTE manually and one unit that she did not record, but had turned in a JTE scorecard online. The number of these nine units also differed from the survey results of 17 units because seven units responded that their unit had reported JTE, but had not after review by Traci and one unit had turned in a JTE scorecard manually that Traci did not record.

The four posts were not familiar with, did not track, or report JTE because three posts were sponsored by fire departments which do fire training and one post was sponsored by a police department that provides training in police work. From a review of the Post/Club JTE scorecard these posts could use JTE to track and report JTE for their units but did not because they were not familiar with the JTE program and did not have any Commissioner visits during the year. If these posts had had Commissioner visits, possibly the Unit Commissioner could have explained the JTE program to them so the posts could start using the JTE program.

From a review of the Southbounder District Reports for the years 2013 through 2017 (Appendices C, D, and E), the Southbounder District received bronze JTE level for four years and a silver level for one year (Table 4).

Table 4. Summary of Southboulder District JTE Reports for 2013 through 2017

Year	Score	Level	% of Units Reporting
2013	1075	Bronze	38%
2014	1250	Bronze	49%
2015	1250	Bronze	26%
2016	1960	Silver	30%
2017	1000	Bronze	25%

A review of the Summary of the Southboulder District Reports for 2013 through 2017 (Table 4) and the percentage of units reporting JTE for these years from the Summary of Units reporting JTE for the years 2011 through 2017 (Table 2) shows that the percentage of units reporting JTE has decreased which explains why Southboulder District has had a bronze JTE level for four out of the five years. Southboulder District needs to encourage and emphasize units in the district, with the help of the Unit Commissioners, to use the Journey to Excellence program because the scorecard JTE criteria for units is the basis for the district's JTE scorecard. When more units use and report JTE to council, this will improve the JTE results of the Southboulder District.

CHAPTER IV

SUMMARY

My thesis project was on how the JTE program was being used by units in the Southboulder District for 2017. The project also included a review of the council's JTE records for Southboulder District for the years 2011 through 2017. A review of the summary of Southboulder District JTE Reports for 2011 through 2017 shows an overall decline in the use and reporting of the JTE program for these years. This decline could be because the council does not encourage and emphasize that the units should use the JTE program. JTE is a tool units can use to improve a unit's Scouting program, but it is not required. Units have a lot of recordkeeping for the Scouting program and JTE includes planning and budgeting, membership growth and retention, a Scout program that has advancements, outdoor activities, service projects, and recruiting and training unit leaders. Using JTE maybe considered as just more recordkeeping units must maintain. However, the units must be encouraged and shown the benefits of using JTE and emphasize that a unit's records maintained during the year are the basis for a unit's JTE and should not be considered as extra recordkeeping. As mentioned earlier, the two troops I'm a Unit Commissioner for have received the JTE "Gold" level since JTE started in 2011 and as a result have an active Scouting program which requires maintaining good unit records. From my survey responses, some units were maintaining records to track the progress of their unit during the year, but were not maintaining the records for JTE. When units use the Journey to Excellence program, leaders and Scouts can wear a patch on their uniforms as

recognition for their unit's JTE achievement. Another satisfaction a unit receives in using the Journey to Excellence program is that the unit is providing a good quality Scouting program to the youth of the community.

The survey questionnaire used for this thesis project was to determine if units in Southboulder District were familiar with JTE program, if the units were tracking the unit's progress during the year, how the units were tracking JTE, and if the units were reporting JTE to the council. From the questionnaire responses from the 36 units surveyed, 29 or 81% of the units were familiar with JTE, 18 or 50% were tracking JTE by using my.scouting.org, TroopMaster, an Excel spreadsheet, Scout Book, or by computer or paper records, but only nine reported JTE to the council in 2017. During the years 2011 through 2017 there has been a decline in the number of units reporting JTE to the council. To reduce the decline in the number of units reporting JTE to the council, Unit Commissioners need to emphasize to their units the benefits of using the JTE program to improve the unit's Scouting program. Commissioners also need to explain that the recordkeeping for the unit's Scouting program is the basis for recording and reporting JTE and should not result in more recordkeeping.

A review of the summary of Southboulder district's JTE reports for 2013 through 2017 showed that Southboulder District received bronze JTE level for four years and silver JTE level for one year. The results of the Southboulder District's JTE reports can be explained by the decrease in the number and percentage of units that are reporting JTE to the council during these years. The Southboulder District needs to encourage and emphasize to units in the district, with

the help of the Unit Commissioners, to use the Journey to Excellence program because the JTE scorecard criteria that improves the Scouting program in the units is the basis for the district's JTE scorecard. An example of how a district can encourage units to use JTE, the Southboulder District Roundtable Commissioner knows that my doctoral thesis is on the use of JTE and at a district Roundtable he plans to have a unit leader give a PowerPoint presentation as to what JTE is, the benefits of using JTE, and how to report JTE to the council with a unit's re-charter paperwork. This is a part of the unit leader's Wood Badge ticket. As more units use and report JTE to the council this will impact the JTE results for the Southboulder District.

REFERENCES

1. Scouting's Journey to Excellence 2017 District Planning, Performance, and Recognition Scorecard
2. Journey to Excellence Scorecards for Packs, Troops, and Crews for 2011-2017
3. Journey to Excellence Scorecards for Posts/Clubs for 2013-2017

APPENDIX A

**SUMMARY OF THE SOUTHBOUNDER DISTRICT
JTE REPORTS FOR 2011 THROUGH 2017**

Use of the JTE Program

Summary of the Southbounder District JTE Reports for 2011-2017					
Year	Unit Type	Number of Units in District	Number of Units Reporting	JTE Reported	JTE Not Reporting
2011	<i>Packs</i>	18	18	4	14
	<i>Troops</i>	17	16	9	7
	<i>Crews</i>	2	3	2	1
	<i>Posts</i>	0	0	0	0
2012	<i>Packs</i>	18	22	9	13
	<i>Troops</i>	20	17	8	9
	<i>Crews</i>	3	3	1	2
	<i>Posts</i>	1	0	0	0
2013	<i>Packs</i>	18	5	5	0
	<i>Troops</i>	19	9	9	0
	<i>Crews</i>	2	1	1	1
	<i>Posts</i>	1	0	0	0
2014	<i>Packs</i>	18	12	8	4
	<i>Troops</i>	17	13	10	3
	<i>Crews</i>	2	2	2	0
	<i>Posts</i>	4	0	0	0
2015	<i>Packs</i>	19	10	6	4
	<i>Troops</i>	18	12	5	7
	<i>Crews</i>	4	2	1	1
	<i>Posts</i>	5	0	0	0
2016	<i>Packs</i>	19	12	6	6
	<i>Troops</i>	18	12	7	5
	<i>Crews</i>	4	1	1	3
	<i>Posts</i>	5	0	0	0
2017	<i>Packs</i>	15	2	2	13
	<i>Troops</i>	15	4	4	11
	<i>Crews</i>	2	1	1	1
	<i>Posts</i>	4	0	0	0

APPENDIX B

JOURNEY TO EXCELLENCE SURVEY QUESTIONNAIRE

Journey to Excellence Survey Questionnaire

1. Are you familiar with Scouting's Journey to Excellence Program?
2. Does your unit use Journey to Excellence to track your unit's progress during the year?
3. How does your unit track Journey to Excellence?
 - a. my.scouting.org
 - b. Troopmaster
 - c. Excel spreadsheet
 - d. Other (please explain) _____
4. Does your unit report Journey to Excellence to the council with the unit's re-charter papers?
5. If a unit is tracking Journey to Excellence, why is the unit not reporting it to council?
 - a. Re-charter papers do not emphasize that Journey to Excellence should be reported.
 - b. Council does not require reporting Journey to Excellence.
 - c. Other reason (please explain) _____
6. If familiar with Journey to Excellence, but not using Journey to Excellence, why is the unit not using Journey to Excellence?
 - a. Unit does not know how to use Journey to Excellence.
 - b. Not interested.
 - c. Too much record keeping.
 - d. Other reason (please explain) _____

Unit Commissioner _____

Pack _____ Troop _____ Crew _____ Post _____

Name of unit representative and position _____

Date _____

Location of interview _____

APPENDIX C

SUMMARY OF SOUTHBOUNDER DISTRICT JTE REPORTS FOR 2013 THROUGH 2015

Use of the JTE Program

Year	Month	Reg#	Area	Council#	CouncilName	Headquarters	District#	DistrictName	Status	Points
2013	12	2	5	551	Blue Ridge	Greenville, SC	02	Under Served Markets	None	400
2013	12	2	5	551	Blue Ridge	Greenville, SC	03	Six & Twenty	None	700
2013	12	2	5	551	Blue Ridge	Greenville, SC	05	Reedy Falls	None	850
2013	12	2	5	551	Blue Ridge	Greenville, SC	06	Foothills	None	700
2013	12	2	5	551	Blue Ridge	Greenville, SC	07	Southbounders	Bronze	1075
2013	12	2	5	551	Blue Ridge	Greenville, SC	09	Long Cane	None	1050
2013	12	2	5	551	Blue Ridge	Greenville, SC	11	Saluda River	None	775
2013	12	2	5	551	Blue Ridge	Greenville, SC	12	Oconee	None	850
2013	12	2	5	551	Blue Ridge	Greenville, SC	13	Pickens	None	575
Year	Month	Reg#	Area	Council#	CouncilName	Headquarters	District#	DistrictName	Status	Points
2014	12	2	5	551	Blue Ridge	Greenville, SC	02	Under Served Markets	None	400
2014	12	2	5	551	Blue Ridge	Greenville, SC	03	Six & Twenty	Bronze	1050
2014	12	2	5	551	Blue Ridge	Greenville, SC	05	Reedy Falls	Bronze	1075
2014	12	2	5	551	Blue Ridge	Greenville, SC	06	Foothills	Bronze	1000
2014	12	2	5	551	Blue Ridge	Greenville, SC	07	Southbounders	Bronze	1250
2014	12	2	5	551	Blue Ridge	Greenville, SC	09	Long Cane	Silver	1350
2014	12	2	5	551	Blue Ridge	Greenville, SC	11	Saluda River	Bronze	1075
2014	12	2	5	551	Blue Ridge	Greenville, SC	12	Oconee	Silver	1425
2014	12	2	5	551	Blue Ridge	Greenville, SC	13	Pickens	Bronze	1150
Year	Month	Reg#	Area	Council#	CouncilName	Headquarters	District#	DistrictName	Status	Points
2015	12	2	5	551	Blue Ridge	Greenville, SC	02	Under Served Markets	Bronze	1025
2015	12	2	5	551	Blue Ridge	Greenville, SC	03	Six & Twenty	Bronze	1125
2015	12	2	5	551	Blue Ridge	Greenville, SC	05	Reedy Falls	Bronze	1000
2015	12	2	5	551	Blue Ridge	Greenville, SC	06	Foothills	None	850
2015	12	2	5	551	Blue Ridge	Greenville, SC	07	Southbounders	Bronze	1250
2015	12	2	5	551	Blue Ridge	Greenville, SC	09	Long Cane	None	875
2015	12	2	5	551	Blue Ridge	Greenville, SC	11	Saluda River	None	850
2015	12	2	5	551	Blue Ridge	Greenville, SC	12	Oconee	None	950
2015	12	2	5	551	Blue Ridge	Greenville, SC	13	Pickens	None	825

APPENDIX D

SOUTHBOUNDER DISTRICT FINAL 2016 JTE REPORT



APPENDIX E

SOUTHBOUNDER DISTRICT FINAL 2017 JTE REPORT



APPENDIX F

**SCOUTING'S JOURNEY TO EXCELLENCE: 2017 DISTRICT PLANNING,
PERFORMANCE, AND RECOGNITION SCORECARD**

Scouting's Journey to Excellence
2017 District Planning, Performance, and Recognition

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points
Finance					Category Total Needed for Overall Gold: 175		Total Points: 500
#1	Fundraising performance: Achieve district finance goals as defined by the council.	Meet or exceed goal established for bronze.	Meet or exceed goal established for silver.	Meet or exceed goal established for gold.	100	200	300
#2	Fundraising manpower: Achieve district goals related to volunteers involved in fundraising as defined by the council.	Meet or exceed goal established for bronze.	Meet or exceed goal established for silver.	Meet or exceed goal established for gold.	75	100	200
Membership					Category Total Needed for Overall Gold: 325		Total Points: 900
#3	Market share: Increase market share of members (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers).	6% density or 1% growth in density (i.e. 3.00% to 3.05%)	9% density, or 6% and 1% growth in density	13% density, or 9% and 1% growth in density	100	200	300
#4	Membership/youth growth: Increase number of registered youth (Cub Scouts, Boy Scouts/ Varsity Scouts, Venturers, Sea Scouts, pilot program members, and Explorers.)	Greater than prior year	1% growth over prior year	3% growth over prior year	75	100	200
#5	New member recruiting: Increase number of new youth recruited (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, pilot program members, and Explorers.)	New Cub Scouts joining represent at least 4% of TAY or increase in recruiting new Cub Scouts by 1%	Achieve bronze, plus have an increase in new Boy Scouts/Varsity Scouts or an increase in new young adults (Venturers/Sea Scouts/Explorers)	Achieve bronze, plus have an increase in new Boy Scouts/Varsity Scouts and an increase in new young adults (Venturers/Sea Scouts/Explorers)	75	100	200
#6	Youth retention: Improve retention rate of traditional members.	67% retention or 2 percentage points increase (i.e. 50%-60%)	75% retention, or 67% and 2 percentage points increase	80% retention, or 75% and 2 percentage points increase	75	100	200
Program					Category Total Needed for Overall Gold: 175		Total Points: 600
#7	Cub Scout advancement: Increase the percentage of Cub Scouts earning rank advancements.	50% or 2 percentage points increase (i.e. 28%-30%)	61%, or 50% and 2 percentage points increase	75%, or 61% and 2 percentage points increase	75	100	200
#8	Boy Scout advancement: Increase the percentage of Boy Scouts and Varsity Scouts earning rank advancements.	44% or 2 percentage points increase (i.e. 30%-32%)	50%, or 44% and 2 percentage points increase	55%, or 50% and 2 percentage points increase	25	50	100
#9	Cub Scout camping: Increase the percentage of Cub Scouts attending day camp, family camp, and/or resident camp.	37% or 2 percentage points increase (i.e. 28%-30%)	58%, or 37% and 2 percentage points increase	60%, or 58% and 2 percentage points increase	25	50	100
#10	Boy Scout camping: Increase the percentage of Boy Scouts and Varsity Scouts attending long term camp and high-adventure program.	57% or 2 percentage points increase (i.e. 30%-40%)	67%, or 57% and 2 percentage points increase	80%, or 67% and 2 percentage points increase	25	50	100
#11	Community service: Increase the amount of community service provided by Scouts, Explorers, leaders, and other participants.	Average 4 hours per youth member or 2 hour growth (i.e. 2.8 to 3.0)	Average 5 hours per youth member, or 4 hours and 2 hour growth	Average 6 hours per youth member, or 5 hours and 2 hour growth	25	50	100
Unit Service					Category Total Needed for Overall Gold: 175		Total Points: 500
#12	Unit retention/growth: Improve retention rate of packs, troops, teams, crews, ships, clubs, and posts, while organizing new units for growth.	60% retention, or maintain retention rate and have an increase in the number of new units.	62% retention, or 60% and have an increase in the number of new units.	65% retention, or 62% and have an increase in the number of new units.	75	100	200
#13	Unit contacts: Support implementation of the Unit Service Plan through detailed assessments and an increased number of significant unit contacts to packs, troops, teams, crews, ships, clubs, and posts.	10% of units have 6 total assessments recorded in Commissioner Tools.	20% of units have 6 total assessments recorded in Commissioner Tools.	45% of units have 6 total assessments recorded in Commissioner Tools.	50	100	150
#14	Unit performance: Improve the performance ratings of units using Journey to Excellence metrics.	Have 50% of the units in the district achieve the Bronze award or above.	Have 60% of the units in the district achieve the Bronze award or above.	Have 70% of the units in the district achieve the Bronze award or above.	50	100	150
Leadership & Governance					Category Total Needed for Overall Gold: 175		Total Points: 500
#15	District committee: Increase the effectiveness of the district committee.	Have a registered district chairman, vice chairman, commissioner, and 11 other members - 14 total.	Have a registered district chairman, 2 vice chairman, commissioner, and 17 other members - 21 total.	Have a registered district chairman, 3 vice chairman, commissioner, and 28 other members - 33 total.	75	100	200
#16	Unit leadership: Increase the number of direct contact leaders who are trained.	50% or 2 percentage points increase (i.e. 32%-34%)	60%, or 50% and 2 percentage points increase	70%, or 60% and 2 percentage points increase	100	200	300

Scoring: Gold- Total of 1,685 total points plus minimums in every category, Silver- Total of 1,350 points, Bronze- Total of 1,000 points

Scouting's Journey to Excellence **2017 District Planning, Performance, and Recognition**

Journey to Excellence in 2017 will proceed along the path of continuous improvement. It is based on many of the best practices used in the corporate performance measurement field today. It guides program planning before the year begins, monitors activities for continuous improvement during the year, and recognizes performance at the end of the year. In planning your strategy, use actual numbers from the previous years to guide your performance improvement goal-planning. The district may qualify by meeting either determined or performance improvement standards.

Finance Measures	
1	The council will approve goals for the district, defining bronze, silver, and gold determined standards. The district may be evaluated based upon achieving an overall fundraising goal or achievement of the individual elements, as defined by the council. There is no improvement performance standard for this criterion, as it is being measured against goals.
2	The council will approve goals pertaining to the recruitment and involvement of volunteers for the district fundraising campaigns, defining bronze, silver, and gold determined standards.
Membership Measures	
3	Total Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers on 12/31/17, divided by total available youth (TAY).
4	Difference between 12/31/17 total of Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, pilot program members, and Explorers and 12/31/16 total of same membership categories, divided by 12/31/16 total of same membership categories.
5	Bronze: Number of new Cub Scouts registered during 2017 divided by total available youth of Cub Scout age OR increase in number of new Cub Scouts registered in 2017 as compared to 2016. Silver/Gold: Increase in number of new Boy Scouts and Varsity Scouts registered in 2017 as compared to 2016. Increase in number of new Venturers, Sea Scouts, and Explorers registered in 2017 as compared to 2016. New members in approved membership pilots will be included in the appropriate age groups.
6	Percent of Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, and Sea Scouts remaining registered after one year (12/31/16 to 12/31/17), including all transfers. Youth who turn 18 within the year are not included in the calculations.
Program Measures	
7	Total number of Cub Scouts advancing at least one rank (Bobcat - Arrow of Light) during 2017, divided by total Cub Scouts on 12/31/17.
8	Total number of Boy Scouts advancing at least one rank (Scout - Eagle) during 2017, divided by total Boy Scouts/Varsity Scouts on 12/31/17.
9	Council Cub Scouts attending any in-council/out-of-council day camp (including STEM), resident camp, or family camp during the period of 9/1/16 through 8/31/17, divided by Cub Scout membership on 6/30/17.
10	Council Boy Scouts/Varsity Scouts attending any in-council/out-of-council long-term summer camp, high-adventure experience, jamboree, specialty camp (such as STEM), or serving on camp staff during the period on 9/1/16 through 8/31/17, divided by Boy Scout/Varsity Scout membership on 6/30/17.
11	Total service hours by Scouts, leaders, and other participants recorded on Journey To Excellence Service Hours website on 12/31/17, divided by registered youth (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers) on 12/31/17.
Unit Service Measures	
12	Percent of units (packs, troops, teams, crews, ships, clubs, and posts) remaining registered after one year (12/31/16 to 12/31/17). Performance improvement standard is measured by taking the number of new units (packs, troops, teams, crews, ships, clubs, or posts) organized during 2017 and subtracting the number of new units organized during 2016.
13	Number of unique units receiving six or more assessments, as recorded in Commissioner Tools during 2017, divided by total number of packs, troops, teams, crews, ships, clubs, and posts on 12/31/17. Every unit is required to have a detailed health assessment annually.
14	Total number of packs, troops, teams, crews, ships, clubs, and posts rated as bronze, silver, or gold on 12/31/17, divided by the total number of packs, troops, teams, crews, ships, clubs, and posts.
Leadership & Governance Measures	
15	Bronze: Minimum of 14 district committee members with paid or multiple registration on 12/31/17, including a District Chairman (61), at least one District Vice Chairman (62), and a District Commissioner (81). Other members may be registered as Neighborhood Chairmen (64) or District Members-at-large (75). Silver: Minimum of 21 district committee members on 12/31/17, including a District Chairman (61), at least two District Vice Chairmen (62), and a District Commissioner (81). Gold: Minimum of 33 district committee members on 12/31/17, including a District Chairman (61), at least three District Vice Chairmen (62), and a District Commissioner (81).
16	Number of Cubmasters (CM), Tiger Cub den leaders (TL), Den leaders (DL), Webelos den leaders (WL), Scoutmasters (SM), Leaders of 11-year old Scouts-LDS (10), Varsity Scout coaches (VC), Crew advisors (NL), and Skippers (SK), paid or multiple registration, completing essential training requirements for their position by 12/31/17, divided by total number in the positions listed above on 12/31/17.

Scoring the district's performance: To determine the district's performance level, the council will use the above information to measure the points earned for each of the 16 individual criteria and then add those individual point scores to determine a composite score. Bronze level requires earning 1,000 points, Silver level requires earning 1,350 points and Gold level requires earning 1,650 points (and stated minimum point totals in each of the five categories). Councils may offer up to 100 bonus points to their districts for strategic initiatives. These will be added to the total score, but will not be included in any category.



APPENDIX G

2017 SUMMARY OF SOUTHBOUNDER DISTRICT UNIT COMMISSIONER CONTACTS

APPENDIX H

SUMMARIZED DATA FROM THE JTE SURVEY QUESTIONNAIRE

Question 1. Are you familiar with Scouting's Journey to Excellence Program?

Yes		No	
Response	%	Response	%
29	81	7	19

Question 2. Does your unit use Journey to Excellence to track your unit's progress during the year?

Yes		No	
Response	%	Response	%
18	50	18	50

Question 3. How does your unit track Journey to Excellence?

						Other			
my.scouting.org		Troopmaster		Excel spread sheet		Scout Book		Computer and Paper	
Response	%	Response	%	Response	%	Response	%	Response	%
3	17	3	17	4	22	4	22	4	22

Question 4. Does your unit report Journey to Excellence to the council with the unit's re-charter paperwork?

Yes		No	
Response	%	Response	%
9	25	27	75

Question 5. If a unit is tracking Journey to Excellence, why is the unit not reporting it to the council?

Re-charter papers do not emphasize that Journey to Excellence should be reported.	
Response	%
7	78
Council does not require reporting Journey to Excellence	
Response	%
1	11
Other reason	
Response	%
1	11

Question 6. If familiar with Journey to Excellence, but not using Journey to Excellence, why is the unit not using Journey to Excellence?

Unit does not know how to use Journey to Excellence	
Response	%
2	18
Too much record keeping.	
Response	%
3	27
Other	
Response	%
6	55