



WOOD BADGE

Administrative Guide for 2018 Courses



BOY SCOUTS OF AMERICA®



The Wood Badge Administrative Guide

Wood Badge

Foreword

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

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

The standards provided in this guidebook must be strictly followed. If a host council significantly fails to comply with the standards as stated herein, future requests to conduct a Wood Badge course may be rejected.



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Wood Badge Training Overview

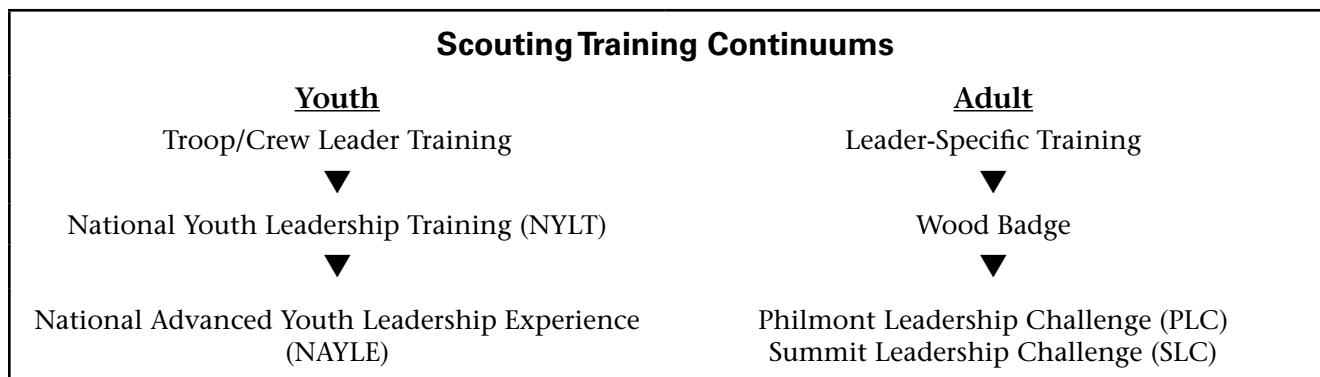
Wood Badge is an exciting, action-packed program designed to provide all adult members of the Boy Scouts of America with leadership skills and experience they can use in their home units, districts, or councils and in other situations demanding leadership of self and others. Wood Badge aligns with National Youth Leadership Training for BSA youth leaders; adults and youth learn the same leadership principles using similar lessons and tools.

Staff and Course Culture

In all Wood Badge courses—in *all* BSA leadership courses—culture is key to success. The mission of the BSA is to prepare young people; our vision is to prepare every eligible youth in America to become the best leader he or she can be. The entire Wood Badge staff must embrace the culture of servant leadership, with a view to success for all. All staff are chosen to be of the highest quality, each of whom will deliver an outstanding Wood Badge program.

The Adult Training Continuum

Adult leadership training is a three-phase training experience, and a common thread will connect all three phases. The first phase begins in the unit and district with unit or district trainers providing training such as Boy Scout Leader Fast Start, Troop Committee Challenge, or Sea Scout Leader Specific Training. Phase two is Wood Badge, conducted by the local council, and the third phase is Leadership Challenge conducted by the National Council at a BSA high-adventure base.



Who May Attend Wood Badge?

To attend a Wood Badge course, individuals must:

1. Be registered members of the Boy Scouts of America age 18 or older.
2. Have completed the basic training courses for their Scouting position.
3. Be capable of functioning safely in an outdoor environment. All participants are required to complete the Annual Health and Medical Record form (available at www.scouting.org). Parts A, B, and C are required. Part C is required for everyone, including people who are not present for more than 72 hours. Note: Participants should not email the medical form, and course leaders must not suggest they do so. Also, the course leaders must not keep medical forms in electronic form.

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

Course Planning: Administrative Issues

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

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

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

Suggested Region/Area/ Council Staff Structure

Position Description: Regional Wood Badge Coordinator

1. Plans and conducts a regional Wood Badge course directors conference, or advises the areas on presenting those conferences.
2. Approves or disapproves all requests for exceptions from or waivers of published requirements for conducting a course.
3. When requested, assists the areas in canceling a course or waiving published requirements for conducting a course.
4. Participates on the national Wood Badge Task Force; submits recommendations on course content and organization.
5. Reviews the region's Course Director's Closeout Reports and sends a letter to acknowledge receipt of the report, thank the course director for any comments or suggestions, and note any significant deviations from the staff guide.
6. Presents periodic summary reports.

Position Description: Area Wood Badge Coordinator

The area Wood Badge coordinator is appointed annually by the area director in consultation with the regional Wood Badge coordinator. The term is not to exceed a period of three to five years.

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

Position Description: Council Wood Badge Coordinator

A council Wood Badge coordinator must be a registered Scouter who has previously served as a Wood Badge course director and who continues to be active with district or council training courses. This person must have a desire to maintain the integrity of the current Wood Badge syllabus and administrative guide, and must be prepared to offer feedback to the regional and area Wood Badge coordinators and the director of Volunteer Program Development at the BSA national office.

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

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

Approval to Hold a Course

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

Selection of Course Director

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

1. Must be a registered member of the Boy Scouts of America and a strong supporter of the local council.
2. Must be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing a Wood Badge course in a positive manner.
3. Must be a role model who is well-respected by volunteers and professionals, and must know and exemplify the Scout Oath and Scout Law.

4. Must have completed the current version of Wood Badge either as a participant or a staff member and received the Wood Badge beads.
5. Must have extensive experience in several Scouting programs as either a volunteer Scouter or a BSA professional.
6. Must have served on the staff of a Wood Badge course as a troop guide as well as in at least one additional required Wood Badge staff position or in an adult NYLT staff position. (See “Staff Positions.”)
7. Must complete the Annual BSA Health and Medical Record (found at www.scouting.org). Parts A, B, and C are required.
8. Must demonstrate the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of an assigned position.
9. Must be approved by local council Scout executive, along with the council training chair or Wood Badge coordinator, for a specific Wood Badge course.
10. In the case of a cluster course, must be approved by the host council Scout executive.
11. Must be approved by the council training chair. However, before approval, any deviation from the requirements stated in this guide must be discussed with the area and regional Wood Badge coordinators.
12. Must attend a course directors conference within 24 months before Day 1 of the course.
13. Finally, must sign and agree to strictly follow the Course Director’s Pledge. (A copy can be found in the appendix.)

Note: Individuals who attended Wood Badge in the past and who subsequently attend Wood Badge and complete their Wood Badge ticket or have served on the staff of a current course may eventually serve as Wood Badge course directors when they meet all of the qualifications above.

Course Director Appointment Is for One Specific Course

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

Future Service of Course Directors

- The term of service of a course director shall not be complete until the final follow-up report is submitted (after 18 months of monitoring the progress of course participants with respect to completion of their Wood Badge tickets).
- A Wood Badge course director may serve on the staff of a subsequent Wood Badge course in either a required or optional support staff position (including mentor to the course director) only after their initial term of service is complete and their final follow-up report has been submitted.

- An individual may serve only one time as a course director for Wood Badge. No exceptions!

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

Course Dates

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

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

Course Location

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

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

Council Responsibilities for Planning and Conducting a Wood Badge Course

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

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

1. Recruit and select the Wood Badge course director. Following the guidelines established in this guide, join with the course director to select staff members for the course.
2. Provide a BSA professional to serve as the staff advisor to the Wood Badge course.
3. Promote the Wood Badge course by developing promotional and marketing materials and coordinating promotional efforts with other councils involved in a cluster course. (See “Course Promotion” in this guide.)
4. Supply a site that fulfills the requirements for an appropriate Wood Badge course location.
5. Communicate policies and coordinate with the course director regarding physical facilities, use of BSA property, and any other facility issues, including matters of health and safety or particular property concerns. (Council camps should be available to other users while Wood Badge courses are being conducted, although some areas and facilities of a camp may be reserved exclusively for Wood Badge use.)
6. Through the BSA professional serving as staff advisor, offer direction to the Wood Badge course director on budget preparation; fiscal responsibilities; council policies on financial accounting; and procedures for purchases, cash management, and reporting.
7. Consult with the Wood Badge course director to establish the cost of the course and the fee to be assessed each participant.
8. Arrange for illness and accident insurance coverage. (As part of the budget-building process, the staff advisor will explain council policies on insurance coverage and guide the course director in assuring compliance with these and all other BSA insurance policies.)
9. Provide food, equipment, and other provisions and gear (including trading post stock) as agreed upon during planning sessions with the Wood Badge course director.
10. Establish procedures to receive, store, and secure council training materials and equipment that will be used during the Wood Badge course.
11. See that arrangements will be made for Wood Badge staff and participants to fulfill religious obligations while attending the course. (For guidelines, refer to the religious principles of the BSA as described in Article IX of the *Bylaws of the Boy Scouts of America*.)

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

Cluster Courses

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

Advantages of a Wood Badge Cluster Course

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

Obligations of Participating Councils Conducting a Cluster Course

The host council:

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

Other participating councils in the cluster:

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

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

**Wood Badge
Is Inclusive,
Not Exclusive**

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

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

Course Planning: Staff Recruiting

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

Mentor to the Course Director

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

Professional Staff Advisor

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

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

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

Position Description: Professional Staff Advisor

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

1. Keeping the Scout executive apprised of course developments and encouraging appropriate participation in course activities.
2. Coordinating course dates with council calendars.
3. Working with council and area Wood Badge coordinators to achieve objectives and to support cluster courses.

4. Providing reports from previous courses and assisting the course director in establishing budgets and fee schedules within the guidelines of the Local Council Accounting Manual and all council budgeting procedures and policies.
5. Encouraging the training committee and Scout executive to consider and approve staff recommendations in a timely manner.
6. By invitation from the course director, and with approval of the Scout executive, serving as a staff member of the course. As a staff member, participates in all staff development sessions and in all sessions of the course.
7. Developing a list of adult leaders eligible to participate in a Wood Badge course. Supports the training committee, Wood Badge course director, and staff in preparing a promotion plan for the course, including articles for council newsletters and other council communications.
8. Coordinating communications, promotion, and registration with other council staff members and with the staffs of any other participating or neighboring councils.
9. Assuring that notices, correspondence, mailings, and other support are dealt with in a coordinated fashion by the council service center.
10. Assisting in reserving council facilities and properties for staff meetings, course setup, and the course itself.
11. Establishing and overseeing the Wood Badge registration process conducted by the council service center.
12. Seeing to it that the Wood Badge course finances are properly documented through the council accounting system. Collects and delivers appropriate fees and funds. Issues field receipts. Provides the course director with monthly accounting reports from the bookkeeper. Prepares check requests or approves bills for payment. Processes cash advance requests and receives reports on advances and other expenditures.
13. Guiding the course director in satisfying council requirements for acquiring accident and sickness insurance.
14. Processing orders to the national Supply Group, Bin Resources, and Audio-visual Service for course materials, recognition items, and uniforming needs.
15. Reserving and securing council materials and equipment.
16. Working with the Wood Badge course director to monitor registration and ensure that the course reaches its requirement for minimum number of participants.
17. Assisting the Wood Badge course director with course reports.
18. Maintaining the council file of all course materials that will ease the process of planning future courses.
19. Ensuring that the training records of participants are updated and maintained in appropriate council offices.
20. Ensuring that all required reports are completed by the course director in a timely manner and forwarded to the national office as required.

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

Required Staff Positions

- Course Director
- Assistant Scoutmaster for Program
- Assistant Scoutmaster for Logistics
- Assistant Scoutmaster for Troop Guides
- Senior Patrol Leader
- Troop Scribe
- Troop Quartermaster
- Troop Guides (one per patrol)

Optional Support Staff Positions

- Mentor to the Course Director
- Assistant Senior Patrol Leader
- Assistant Troop Scribe
- Assistant Quartermaster(s)
- Instructor(s)

Staff Assignment

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

The staff must understand the accountabilities, authorities, and reporting relationships of their roles.

Staff Expectations

Individuals serving in staff positions are expected to complete staff development, be present during the entire course, and complete their assignments.

Recommended Staff Size

The number of staff positions will vary depending upon the number of participants. Whereas a full course of 48 may need the typical staff organization, a small course of 30, or less if approved, should consider reducing staff size, especially troop guides. When staff reductions are necessary, those staff members who have

fulfilled their recruiting commitments should be retained whenever possible. The area Wood Badge coordinator may provide specific recommendations with respect to the ratio of participants to staff members.

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

These positions are not to be full-time staff roles and do not qualify for a third Wood Badge bead:

1. *Religious coordinator.* In addition to other duties, one member of the staff should be selected to serve as the religious coordinator for a Wood Badge course. The religious coordinator will have the responsibility of organizing and facilitating the instructional interfaith worship service and will serve as a resource for the patrols’ chaplain aides as they prepare the participants’ Scout interfaith worship service. The religious coordinator will also assist the patrols’ chaplain aides in meeting the religious needs of the patrols and the troop. (The title of “chaplain” should be reserved for ordained or church-appointed clergy.)
2. *Medical resource person.* A properly qualified staff member should be appointed to serve as a medical resource person. This staff member will be responsible for reviewing personal health and medical record forms, maintaining a first-aid area with a full first-aid kit and logbook, and serving as the primary respondent to any first-aid needs. (For further information on minimum requirements that must be met by the staff member holding this position, see *Guide to Safe Scouting*.)
3. *Advisor to youth involvement.* This role may be assumed by a qualified staff member or a Scouting professional. This staff member is responsible for identifying and recruiting youth to assist with appropriate portions of the program, providing course dates and clothing guidelines to youth staff members, developing a plan for youth to manage their meals during the course, and ensuring that the course adheres to the BSA’s Youth Protection policies.

Staff Qualifications

To serve on a Wood Badge staff, a Scouter must

1. Be a registered member of the Boy Scouts of America and a strong supporter of the local council.
2. Have completed a Wood Badge course and received the Wood Badge beads.
3. Be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing the course in a positive manner.
4. Be a role model who is well-respected by volunteers and professionals.
5. Exemplify the Scout Oath and the Scout Law.
6. Be approved by the Scout executive and, if council practice calls for it, by the council leadership training committee or council training chair of the Scouter’s home council and the host council. The staff roster must also be sent for review to the area.

7. Demonstrate the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of an assigned position.
8. Have participated in a Trainer's EDGE.
9. Complete the Annual BSA Health and Medical Record (found at www.scouting.org). Parts A, B, and C are required.

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

Staff Recruiting

By design, the staff of a Wood Badge course is diverse. It is made up of volunteers representing Cub Scouting, Boy Scouting, Varsity Scouting, and Venturing as well as people whose Scouting involvement is at the district and council levels.

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

- A desirable ratio and goal is two-thirds experienced staff members to one-third new staff members.
- From one course to the next, careful consideration should be given to rotating Scouters serving as staff members in order to allow for growth and experience among as many potential Wood Badge staff members as possible.
- Adult NYLT staff members make excellent Wood Badge staff members and should be considered.
- Care should be taken to discourage Wood Badge staffs from becoming cliques or from acting as decision-making bodies within councils. The fact that a person has four beads, three beads, or two beads is recognition only of accomplishments in Wood Badge or National Youth Leadership Training (NYLT), not in the organizational structure of a district or a council. The staff selection process is a useful tool for breaking up groups of Scouters who have become overly focused on Wood Badge, to the detriment of their other Scouting responsibilities.
- Significant consideration should be given to an individual's skill as a trainer and facilitator, more so than his or her Scouting experience.
- All staff members must agree to accept and fulfill a commitment to recruit participants.

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

Contacting Potential Staff Members

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

1. The course director must complete the staff roster form as described in the "Schedule of Course Reports and Transmittals" section of this guide. This roster will reflect a potential staff roster developed with the advice and

consent of the council training chair/committee. Send a copy of the roster to the area training chair or Wood Badge coordinator for review.

2. To ensure that a staff candidate is qualified and will be available, the Scouter must be approved by his or her local council Scout executive.

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

Staff Position Descriptions

Position Description: Course Director

1. Serves during the Wood Badge course as Scoutmaster of Gilwell Troop 1.
The course director needs to have a complete understanding of the role of the Scoutmaster as presented in the *Troop Leader Guidebook*, though this does not mean that the course director needs to have previous involvement in the Boy Scout program.
2. Upon staff members' approval by the Scout executive and council leadership training committee, makes staff assignments that take into consideration the leadership skills and developmental potential of each staff member.
3. Ensures that the curriculum for Wood Badge is followed *without additions or deletions to either content or activities*. (Local logistical needs may require minor schedule changes.)
4. Understands that the way in which a course is conducted is a direct reflection of the course director's knowledge, skills, and attitude toward Scouting and its purpose.
5. Holds each staff member accountable for adhering to the highest standards of Scouting as staff members embrace the values and mission of the Boy Scouts of America and bring them to life for Wood Badge course participants.
6. Takes all necessary steps to meet the course objectives. The course director has the authority to dismiss any staff member when that action is in the best interest of Scouting, the Wood Badge course, or that member. Dismissals should only be exercised after consultation with the staff advisor or council Scout executive.
7. Accepts a fourfold mission for growth and development:
 - a. To develop oneself through mastering the course content, leadership styles, and team development, and to understand how they interrelate
 - b. To prepare staff members for their roles on the course and establish opportunities for personal growth
 - c. To train participants according to the course curriculum

- d. To help staff members develop to be future staff members in more demanding roles if invited and, as appropriate, to be future course directors if invited
8. Recognizes that a four-stage process of team development is a foundation piece of the Wood Badge staff guide, and encourages patrols to progress through those stages. The course director ensures that staff members also encourage this progression and match their own leadership styles to particular team-development phases of each patrol.
9. Monitors course presentations and stands ready to redirect sessions that drift from the staff guide (syllabus). The course director must be prepared for the rare occasion when it is necessary to assign an alternate facilitator or step in and conduct any one of the course sessions.
10. Provides appropriate counsel to staff and participants.
11. On questions of policy and procedure not spelled out in this guide or other Wood Badge or Scouting literature, makes a decision in consultation with the professional advisor, the council Scout executive, the council Wood Badge coordinator, or the area training chair or Wood Badge coordinator.
12. Conducts staff meetings, evaluates the progress of each day of a course, coordinates interrelationships of leadership principles, and makes staff assignments.
13. Conducts a conference midway through a Wood Badge course with each staff member to assess performance, offer assurance, and search out ways to improve performance.
14. Serves as a viable role model by sharing leadership responsibilities and resources and by employing the leadership and team-building philosophies being presented by session facilitators.
15. Ensures that participants have fun and that the program is infused with the joy and fellowship of Scouting.
16. Employs the guidelines in *Guide to Safe Scouting* and the *Guide to Awards and Insignia*, and ensures that all information disseminated during the course is consistent with official BSA material.
17. Is responsible to the host council for administering all parts of the course, including the budget, expenditures, adhering to council policies and procedures, and submitting a closeout report on the course within 30 days of completion. (Failure to do so may result in the national office rejecting future applications from the host council to conduct a Wood Badge course.)
18. Determines the size of the staff, reducing the number of staff members if course enrollment drops below the original estimates upon which staff needs were based.
19. Cancels the course and notifies all potential staff and participants if, 30 days before the course, registration has not reached the minimum of 30 paid participants (or a lesser number, if approved by the area director and area training chair or area Wood Badge coordinator). If the course is canceled, the participants' fees will be returned.

20. Monitors the progress of all participants with respect to completion of their Wood Badge tickets and submits a final ticket report as required.

Position Description: Assistant Scoutmaster for Program

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

Backup Course Director

Every course must have a designated backup for the course director. That person must be identified and approved as part of the process for securing area approval of the course. That person must not have been a course director for the current version of Wood Badge and must not be the course mentor. It is recommended that the backup serve on staff as assistant Scoutmaster for program. It is strongly recommended that the backup not be the senior patrol leader. The backup director must meet all required qualifications for course director. The backup assumes the duties of course director if the course director is unable to serve at any time before, during, or in the 19-month period following the course. This assumption of duties may be partial or complete, temporary or permanent, depending on the situation.

Position Description: Assistant Scoutmaster for Logistics

1. Makes all arrangements for facilities to be used during the course.
2. Oversees preparation of patrol meeting sites, the troop meeting area, sleeping areas, campsites, and all other physical facilities of the course.
3. Determines the site and layout of the area to be used for the outdoor experience portion of the course, and charts the route that participants will use to reach that site.
4. Sees that the campfire area and ceremonial sites are set.
5. Assumes responsibility during the course for issues involving health and safety.
6. Accepts responsibility for first aid during the course. This includes recruiting (with the course director's approval) a person with appropriate medical qualifications, establishing a properly equipped first-aid facility, and establishing a plan to respond to medical emergencies and to transport injured or ill staff or participants to the proper medical facilities.

7. Advises the service patrol for each day in carrying out its assigned tasks.
8. Inspects the facilities to ensure the course will be run in the safest possible environment, and takes corrective action as necessary.
9. Ensures that food is stored in the proper manner.

Position Description: Assistant Scoutmaster for Troop Guides

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

Position Description: Senior Patrol Leader

1. Functions as senior patrol leader of the Wood Badge troop. Has a thorough understanding of the contents of the *Senior Patrol Leader Handbook* and the *Scoutmaster Handbook*. This does not mean that the senior patrol leader needs to have previous involvement with the Boy Scout program.
2. Knows and practices all appropriate leadership styles.
3. Serves as the link between the Wood Badge staff and the patrols.
4. By personal example and by efficient troop operation, brings the values of Scouting home to the staff and participants.
5. Keeps the course director informed of the progress of patrols and participants.
6. Works with the staff during the course to correct any problems.
7. At every opportunity, emphasizes the leadership styles that staff members use to match each patrol's stages of development.
8. Conducts meetings of the patrol leaders' council.

9. Works with the troop guides through the assistant Scoutmaster for troop guides.
10. Sets the expectations for development and delivery of the patrol exhibit.
11. May work with an assistant senior patrol leader (optional).

Position Description: Scribe

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

Position Description: Quartermaster

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

Position Description: Instructor

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

Position Description: Troop Guide

1. Understands the stages of team development and applies appropriate leadership styles.
2. Provides backup for facilitators of course presentations. In an assigned patrol, reinforces the learning of all skills.
3. By personal example, brings the values of Scouting home to staff and participants.
4. Serves as a mentor to a patrol.

5. Shares information about the patrol with the course director and senior patrol leader.
6. Facilitates assigned course sessions designed for patrol presentation.
7. Provides counseling only for members of his or her assigned patrol.
8. Serves as the primary reviewer of Wood Badge tickets drafted by members of that patrol.
9. Functions during the first three days of a course as a mentor of the patrol, lines up with the patrol at Gilwell Field assemblies, sits with the patrol at the first two troop meetings, and joins with patrol members in singing the Gilwell Song (in addition to singing the verse dedicated to staff).
10. Sits behind the appropriate patrol leader at the Day One patrol leaders' council meeting. At the Day Two meeting, sits in a group with the other troop guides. Does not attend subsequent meetings of the patrol leaders' council.
11. On Days One, Two, and Three, attends meetings of his or her assigned patrol. Stays for the entire meeting on Day One and ensures that the patrol leader passes along all pertinent information given out at the patrol leaders' council meeting. During the Day Two patrol meeting, attends only the first 15 to 20 minutes, guiding the patrol leader in sharing all pertinent information from the meeting of the patrol leaders' council. On Day Three, stops by the patrol meeting to greet participants and briefly visit, then departs.
12. During courses operating on the 3 × 2 format and at the invitation of patrol members, visits patrol meetings that occur during the interim between the three-day sections of the program.
13. Sits with the assigned patrol at mealtime according to this schedule:
 - Day One—All meals
 - Day Two—Breakfast and dinner
 - Day Three—Lunch

At meals on Days Four, Five, and Six, troop guides are encouraged to get better acquainted with members of patrols other than their own.
14. At the Day Four Assembly, leaves Troop 1 and is inducted into a Venturing crew, then transitions from the role of troop guide to that of instructor.
15. Monitors the progress that members of the patrol are making toward writing their Wood Badge tickets. (A completed ticket must be handed in by each patrol member and reviewed by the troop guide before the closing ceremony on the final day of the course.)
16. Encourages open communications between the staff and the participants by making the best effort to answer all questions asked by patrol members.
17. Is aware that patrol members might sometimes provide information of a personal nature during activities and uses discretion in sharing this information with others.

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BSA Policies and Guidelines

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

1. *Guide to Safe Scouting*
2. *Guide to Awards and Insignia* (*Note: During a Wood Badge course, a staff member's uniform is to be in accordance with that individual's registered position, regardless of his or her position in the Wood Badge course.*)
3. Host council policies and procedures for council camp use
4. Host council policies and procedures for budgeting and making payments

Budget Preparation

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

Budget Goals of Wood Badge

A goal of Wood Badge is to keep the cost to the participant as reasonable as possible. To this end, several general principles must be followed when developing the course budget:

1. The course expenses must not exceed the course revenue.
2. The course staff members will be responsible for their own expenses. They must not pass on their expenses to course participants.
3. Items such as tote bags, shirts, hats, belt buckles, Scout staves, etc., must be optional costs that are not included as part of the basic participant fee. Cost guidelines for customized baseball-style caps can be found on page 29.

Budget Considerations

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

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

The process and fee for media authorization has changed from past practices. For information on the new process, see page 2 of the Request for Authorization to Conduct a National Training Course, available in the Google Drive folder for Wood Badge course directors.

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

Budgeting for Meals

In budgeting for meals, the following must be considered:

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

- Day Six will feature a celebratory luncheon, usually prepared and served by the same Wood Badge course support personnel responsible for making meals available during the first three days of the course.

Course Revenue

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

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

In addition to fees, other sources of revenue may include

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

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

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

Course Promotion

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

Ensure effective course promotion by following these steps:

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

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

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

Scouter Accessibility of Wood Badge

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

Participants and staff members need to be capable of functioning safely in an outdoor environment. Parts A, B, and C of the Annual BSA Health and Medical Record form are required.

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

Scholarships

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

- Some unions and veterans’ organizations provide training scholarships for qualified members. Check the availability in your area. Applications for these grants often have deadlines and must be approved at the organization’s local level.
- Some local councils have scholarship funds or are aware of individuals interested in providing Wood Badge scholarships through the council. Check with the local council Scout executive for further information on the availability of scholarships in a council and the procedures that Wood Badge participants are expected to follow to apply for those grants.
- Many Scouting units provide scholarships for their adult leaders to attend a Wood Badge course.
- BSA regions sometimes have scholarship funds. Information can be requested from the national office.
- Serious consideration should be given to the percentage of a participant’s fee covered by a scholarship. Experience suggests that scholarship contributions greater than 50 percent of the fee tend to result in low commitment to the course and ineffective ticket completions.

Intent to Attend

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

1. Annual BSA Health and Medical Record parts A, B, and C (see www.scouting.org)
2. Personal Equipment List (see appendix)
3. Map and directions to the course location
4. Personal Resource Questionnaire (see appendix)
5. Adult Leader Uniform Inspection sheet
6. Precourse Assignment (“Twenty Questions”), from staff guide (syllabus, also in appendix)

Uniforms

Before a Wood Badge course, all participants and staff will receive the standard uniform inspection sheets and will be expected to prepare uniforms that comply with the current BSA *Guide to Awards and Insignia*. Staff need to be an example and wear only the official BSA uniform throughout the entire Wood Badge experience. Staff should not wear items intended to draw attention to the staff or to set the staff apart from the participants. Therefore, nonuniform items should not be worn. This includes kilts, as they are not part of the official BSA uniform.

Uniforms for Participants

1. During a Wood Badge course, participants wear their official Scouting uniforms (BSA Scout leader shirt, pants, belt, and socks), signifying their Scouting program.
2. In accordance with national policy, neckerchiefs may be worn with activity uniforms. Woggles made on course may be worn with the neckerchiefs.
3. The activity uniforms for Wood Badge courses consist of uniform pants (short or long) and a Scout T-shirt or knit shirt.
4. As the symbol of membership in Troop 1, participants will wear a Troop 1 neckerchief held in place with a participant’s woggle (prepared during the Day One troop meeting).
5. Activity uniforms may be worn at the option of the course director.
6. Jackets of any type are acceptable. Patches on red Scout jackets must comply with the BSA’s *Guide to Awards and Insignia*.

Uniforms for Staff

1. During a Wood Badge course, staff members wear their official Scouting field uniforms (BSA Scout leader shirt, pants, belt, and socks), signifying their Scouting program.
2. In accordance with national policy, neckerchiefs may be worn with activity uniforms. Wood Badge woggles may be worn with activity uniforms. Beads may not be worn with activity uniforms.
3. During Days One through Five, as the symbol of membership in Troop 1, staff members will wear a Troop 1 neckerchief held in place with a participants’ woggle (made during the Day One troop meeting) and Wood Badge beads.

4. Activity uniforms may be worn at the option of the course director. Wood Badge beads are worn only with the official field uniform and not with the activity uniform.
5. It is recommended that Wood Badge staff members not wear more than nine square knots on their uniforms.
6. On Day Six of the course, staff members will wear the official Wood Badge neckerchief, woggle, and beads.

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

Custom Baseball-Style Caps

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

Identification Tags

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

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

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

Patrol Names and Sizes

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

A full course would be eight patrols comprising six participants each, or 48 participants. Four-member patrols should never be utilized. If there is less than a full course, it is better to have five patrols of six than eight patrols of four. Experience

shows that four-person patrols do not provide the right group dynamic around which the course revolves. The minimum course size is 30 participants.

If there are more than the recommended 48 participants, a course may be extended to a maximum of 56 *if* the camp facility can accommodate the size. However, no additional patrol names shall be used. If more than 48 participants are routinely available to attend Wood Badge annually, the council should consider scheduling additional courses.

The course director should ensure that each participant has a leadership position.

Staff Preparations

Staff Development

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

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

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

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

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

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

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

Precourse Responsibilities

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

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

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

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

Quartermaster

Manage the budget, food planning, and materials acquisition.

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

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

Assistant Scoutmaster for Logistics

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

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

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

Staff Involvement Immediately Before a Course

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

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

Presentation of Staff Beads

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

Staff Development Plan

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

Conducting the Course

Maintaining Standards

The Wood Badge curriculum has been designed to achieve specific results. **The *Staff Guide* (syllabus) and presentation guidelines must be followed without deviation.** To ensure that the highest standards of Wood Badge training are maintained, variations in course format or content can be made only with the written authorization of the Volunteer Development Team.

Gilwell Field Assemblies

Gilwell Field assemblies are to be short and focused. Details of each day's assembly can be found in the Wood Badge *Staff Guide*.

Program and Service Patrols

There are two daily duty patrols—program and service. The assignment of these patrols will rotate each morning at the Gilwell Field assembly. Details of each day's assembly can be found in the Wood Badge *Staff Guide*.

Religious Observances

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

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

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

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

Meals

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

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

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

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

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

Cracker barrels should be planned with the same care as meals. Ideally, snacks will include healthy, low-fat options.

Popcorn makes a fine addition to the experience of viewing the movie *October Sky*.

Staff and Participant Evaluations

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

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

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

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

Participant Pocket Cards

On Day Six, each course participant will be issued a Wood Badge Training Experience card indicating his or her Wood Badge course number and ending date. The scribe will prepare the cards. Care should be taken to clarify that this card is not the same as the optional plastic Wood Badge pocket card (as referenced in the appendix) for those who have completed their Wood Badge ticket and received their certificate and beads.

The Wood Badge Ticket Process

Assignment of Ticket Counselors

By Day Six of a Wood Badge course, all participants must have finished writing their tickets and had them reviewed and approved. This is usually done by the troop guide assigned to their patrol. However, this process is guided and controlled by the course director who might, in specific cases, substitute a different person for this activity if appropriate and might modify the approval procedure. The final ticket should be reproduced so that the participant can keep a copy and a copy can be forwarded to that participant's ticket counselor.

- If the troop guides are not serving as ticket counselors, then as soon as possible, ticket counselors should be selected by each participant's council training committee chairperson and each course participant notified of the name, address, and phone number of his or her counselor. Every ticket counselor must have a working knowledge of the staff guide (syllabus) for Wood Badge or have been brought up-to-date during a special ticket counselor orientation session conducted by the course director.
- If a participant is from a council other than the council(s) hosting the course, the participant's home council training chair or Wood Badge coordinator might prefer to assign a local ticket counselor.
- Through the ticket counselors, the course director will follow the progress of the participants as they work their tickets. Before the end of a course, the course director and ticket counselors should agree upon the manner in which this monitoring will occur.
- The final closeout report, including a report on completed tickets, must be submitted to the national office no later than 19 months following the end of the course.

Ticket Counselor Duties and Responsibilities

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

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

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

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

Ticket Completion and Presentation of Recognition

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

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

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

Standard recognition items may be purchased through the national Supply Group or from Gilwell Park.

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

Course Reports and Transmittals

Schedule of Course Reports and Transmittals

Pre-Course						
Schedule	Subject	BSA National Scouting U	Regional Wood Badge Coordinator or Training Chair	Area Wood Badge Coordinator/ Training Chair	Participating Council(s)	Professional Advisor
June 30, year prior to course	Request for authorization to hold a course. Use the latest national version. This form will authorize the media usage and fee.	Via area Wood Badge coordinator/ training chair	Via area Wood Badge coordinator/ training chair	Send to	Copy	Copy
-240 days	Course budget and camp use permits				To	Copy
-210 days	Staff roster for area review		Copy	To	Copy	Copy
-120 days	Application for medical insurance (if needed)				To	Copy
-90 to -45 days	Participant sign-up reports				To	Copy
-30 days	Sign-up report (participant roster confirming minimum of 30 signed up and fully paid)	To	Copy	To	Copy	Copy
Post-Course						
Within 30 days	Course director's closeout report, including the following attachments: <ul style="list-style-type: none"> • Final staff roster • Final participant roster • Any uncertified participants* (names and circumstances) • Participants by Scouting position • Future staff recommendations (staff and participants) • Comments and recommendations 	To	Copy	To	Copy	Copy
Within 30 days	World Friendship Fund transmittal	To BSA International Team				Copy
Within 60 days	Financial Summary Report—a listing of major sources of revenue and expenses			To	Copy	Copy
As tickets complete	Application for training recognition				To	Copy
19 months**	Final ticket report	To	Copy	To	Copy	Copy

* Uncertified participants are people who start on Day One but do not finish the course.

** If any participants were granted extensions of time to complete their tickets, then the final ticket report is due within 24 months after the course. (The maximum extension is six months; see *Staff Guide*, page 69.)

Important: It is the course director's responsibility to see that all reports concerning a Wood Badge course are filed electronically and on time, according to the schedule of reports. Signatures on all forms, reports, and other documents relating to Wood Badge may be typed. Reports and other documents need to be sent to the area training chairman and Scouting U at NationalTraining.Course@scouting.org.

Request for Authorization to Conduct a Wood Badge Course

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

Staff Roster for Approval

This roster must be approved by the council Scout executive and sent to the area training chair or Wood Badge coordinator for review. In order for proper contingent planning, alternative choices for staff members should be included in this list. The heading of the roster will include the course number, council number, and the dates and location of the course. The body of the roster will be broken into these columns:

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

Participant Roster

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

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

1. Name
2. Home address with zip code
3. Preferred phone number, and whether it is cell, home, or business
4. Council name (If all participants are from the same council, note instead the name of each person's district.)
5. Scouting position
6. Occupation
7. Date of ticket completion (to be filled in for the final closeout report)

Media Usage

The Request for Authorization to Conduct a National Training Course, available in the Google Drive folder for Wood Badge course directors, includes a section for the information found on the previous Media Usage Authorization form. **Do not submit a Media Usage Authorization form.** Upon receipt of the Request for Authorization to Conduct a National Training Course, the National Service Center will invoice the local council for their media usage fees: \$200 for each Wood Badge course and \$100 for each NYLT course. The National Service Center will issue an umbrella license that will provide the local council the ability to present the movies or movie clips in the syllabus for Wood Badge and NYLT. This license does not give the local council the ability to present a movie as a fundraiser or where a ticket is purchased to attend.

In order to provide this service, every Wood Badge and NYLT course needs to pay their Media Usage Fee. The new media umbrella license will cover the local and national council liability for video media usage and at the same time lower the cost for the local council.

Application for Medical Insurance

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

Course Director's Closeout Report

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

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

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

World Friendship Fund Transmittal Form

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

**Participants by
Scouting Position**

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

**Participant
Application
for Training
Recognition**

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

Final Ticket Report

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

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Course Director's Pledge

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

1. I will present the content and activities in the current *Staff Guide* (syllabus) of *Wood Badge* without additions, deletions, or shortcuts.
2. I will structure my staff as outlined in the *Administrative Guide*, focusing on diversity and training skills. Staff members will pay their own way.
3. The Wood Badge camping program is based on modeling a weekend camping experience using the principles of Leave No Trace. Campsite improvements and aquatic activities are not part of Wood Badge.
4. As set out in the *Administrative Guide*, I will file reports to the national office within the specified time frames.
5. The course I am leading will be conducted in accordance with the aims and methods of the Boy Scouts of America. All staff members and participants will be informed that
 - a. Wood Badge is a positive learning experience. The guiding principles are the values of the Scout Oath and Scout Law.
 - b. We will create a positive learning environment at Wood Badge and provide a setting where everyone should feel physically and emotionally secure. We will accomplish this in several ways:
 - We will set the example for others and ourselves by always behaving as Scouts should. To the best of our abilities we will live the Scout Oath and Scout Law each moment of each day.
 - We will refuse to tolerate any kind of put-down, name-calling, or physical aggression.
 - We will communicate our acceptance of each participant and each other whenever possible through expressions of concern and by showing our appreciation.
 - We will create an environment based on learning and fun. We will seek the best from each participant and do our best to help each person achieve it.
6. I will maintain the integrity of the course content, including the *Staff Guide*, *Administrative Guide*, online resources, and all supporting materials. I will ensure that these materials are not copied, electronically published, or otherwise distributed without authorization.

Accepted by:

Course Director Nominee _____

Date _____

The council will help the course director meet the obligations of this pledge.

Host Council Scout Executive

Date _____

Staff Roster

Instructions

1. 210 days before course, fill in the information for each staff member and the course information. Save the report as **Staff Roster for Review** and submit it.
2. By 30 days after course, update the Staff Roster for Review, adding any additional staff and removing any who dropped. Save the report as **Final Staff Roster** and submit it.

Course No.: _____ Date: _____

Course Director: _____ Dates of Course: _____

Host Council: _____

	Name (Last, First)	Address	City, State, Zip	Home Phone	Work Phone	Email
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						

	Name (Last, First)	Course Staff Duty	First-Time Staff?	Home Council	Scouting Position	Occupation
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
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11.						
12.						
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15.						
16.						
17.						
18.						
19.						
20.						

Open Letter of Invitation (Sample)

Dear (Scouter's Name):

Wood Badge is intended for all leaders in Scouting—Cub Scout, Boy Scout, Varsity Scout, and Venturing leaders, as well as council and district leaders. It focuses on leadership. The object is to demonstrate the aims and methods of Scouting through the presentation of leadership skills, organizational tools, and a variety of activities based on the best of Scouting traditions. In addition, participants will enjoy the fellowship of sharing the experience with volunteer and professional Scouters while having a great deal of just plain fun.

I invite you to participate in (our or one of our upcoming Wood Badge course(s) or the upcoming Wood Badge course that our council is presenting along with the ABC Council). This will be a tremendous opportunity for you to

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

Many Scouters consider Wood Badge to be a peak experience of their Scouting careers. It has served as a source of inspiration to thousands. In return, Wood Badge participants have positively affected the lives of millions of America's youth. Wood Badge will help you perform your Scouting functions more effectively and with less time and trouble, improving your unit for your child and all the other members.

The course(s) will be conducted at Camp _____ in *(two three-day sessions or one six-day session)*. The dates are _____ to _____. You must attend and participate for all six days, and after the course you will do some projects to help your unit. You design the projects, and completing them is well within your abilities and time situation.

The cost of the course is \$_____, submitted as follows: deposit with application, \$____; second payment of \$____ by _____; balance by _____. Limited scholarship assistance is available. Please contact _____, our course director, if you have any concern about attending because of cost or would like to seek an alternative payment schedule.

Course enrollment is limited. I encourage you to register as soon as possible to reserve your spot.

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

Should you need more information, one of our Wood Badge Scouters will be glad to visit with you. Please feel free to contact (name, probably the course director) _____ at (phone number) _____ or (email) _____.

I urge you to register right away using this link (link to online registration page, if any), or go to our council website at (insert the URL) to register.

Yours in Scouting,

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

Sample Letter of Acknowledgment

Dear _____:

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

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

1. Pay all fees directly to _____ Council.
2. Mail your completed personal resource questionnaire to the course director or scribe. Hand carry your completed medical form, signed by a physician, with you to check in for the course.
3. For planning purposes, at least one month before the course begins, please tell the course director or quartermaster of any special dietary needs or physical limitations.

Note: We cannot allow you to participate in this course without a current, complete medical form (parts A, B, and C).

Course Dates: Insert dates and times for the **entire** course!

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

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

Our course will begin with registration at 8 A.M. on (day and date; e.g., Friday, May 18, 2018) _____ at (name of course location) _____. A map is attached. I have also attached a suggested equipment list to assist you in planning. *(Insert a sentence describing any special camp-related cautions such as mosquitoes, ticks, bears, etc.)* (See the attached Personal Equipment List for information on clothing and equipment needed to successfully cope with these situations in the woods.)

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

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

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

Enclosed with this letter is a BSA Uniform Inspection Sheet. (Enclose the appropriate uniform inspection sheet.) Please inspect your uniform before coming to the Wood Badge course and make any corrections. Should you have any questions, refer to the current BSA *Guide to Awards and Insignia*. In addition to your official uniform, you may at times during the course wear an "activity uniform" consisting of uniform pants (short or long) and a Scout T-shirt. Non-Scouting shirts are not acceptable.

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

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

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

Yours in Scouting,

Wood Badge Course Director

Personal Equipment List

(Adjust to suit the needs of each course.)

Required

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

Optional

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

Personal Resource Questionnaire

Name _____

I would like to be called _____

Address _____

Phone number (H) _____ (B) _____

Email _____

Fax _____

Occupation _____ Date of birth _____

District _____

Council name _____

Years in Scouting: Adult _____ Youth _____ Rank _____

Current registered position _____

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

Scouting awards received _____

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

List any special needs. _____

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

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

Religious preference _____

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

_____)

First aid training (including CPR) _____

Precourse Assignment—Twenty Questions

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

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

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

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

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

Twenty Questions

What to do:

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

The questions:

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

Course Director's Closeout Report

(To be filed with _____ area training chairman and national office within 30 days of close of course.)

To: Scouting U

Date _____

Wood Badge course No. _____

Location _____

Region _____

Host council name _____ Host council No. _____

Course dates _____

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

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

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

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

Comments: _____

(Signature) Host Council Scout Executive _____

(Signature) Course Director _____

Address of course director _____

Attachments (copies to area and national office):

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

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

Participant Roster

Instructions

1. Thirty days before course, fill in the information for each registered participant (except ticket completion date) and the course information. Save the report as **30-Day Pre-Course Signup Report** and submit it.
2. By 30 days after course, update the **30-Day Pre-Course Signup Report**, adding any additional participants and removing any who dropped. Save the report as **Final Participant Roster** and submit it.
3. Within 19 months of the end of course, fill in the date each participant completed his or her ticket. Leave this space blank for anyone who did not complete a ticket. Save the report as **Final Ticket Report** and submit it.

Course No.: _____ Dates of Course: _____

Host Council: _____ Location: _____

	Name (Last, First)	Address	City, State, Zip	Home Phone	Work Phone	Email
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						
21.						
22.						
23.						

	Name (Last, First)	Address	City, State, Zip	Home Phone	Work Phone	Email
24.						
25.						
26.						
27.						
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29.						
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31.						
32.						
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51.						
52.						
53.						
54.						
55.						
56.						

	Name (Last, First)	Occupation	Home Council	District	Scouting Position	Fees Paid	Ticket Completion Date
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
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23.							
24.							
25.							
26.							
27.							
28.							
29.							
30.							
31.							

	Name (Last, First)	Occupation	Home Council	District	Scouting Position	Fees Paid	Ticket Completion Date
32.							
33.							
34.							
35.							
36.							
37.							
38.							
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54.							
55.							
56.							

Participants by Scouting Position

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

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

Course No. _____ Course director _____

World Friendship Fund Transmittal

Date _____

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

Account No. 6400-64003

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

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

Signature _____
Course Director

Signature _____
Scout Executive

Council Name _____ No. _____

Application for Training Recognition



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

Name _____ Email _____

Address _____

City, state, zip _____

Telephone (H) _____ (B) _____

Participant's council name and number _____

District _____ Unit No. _____

Scouting position _____

Course No. _____ Location _____ Date _____

Wood Badge patrol _____ Course host council _____

Course Director _____ Date _____

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

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

Certified by Ticket Counselor _____

Date _____

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

Date _____

TO: Scout Executive, Council Service Center
 Course Host Council

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

for awarding on (date) _____.

Scout Executive _____

Council and No. _____

Chair, Leadership Training Committee _____

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

Beads, woggle, neckerchief, and certificate shipped Records posted

Sample Bead Presentation Script

Ceremony Assignments

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

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

Introduction to the Presentation Ceremony

Explanation of Wood Badge

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

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

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

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

“The course follows the following central themes:

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

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

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

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

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

How Wood Badge Began

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

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

The Ceremony

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

(Call by name as they come forward.)

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

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

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

(Speaker turns back and faces the audience.)

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

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

(Assigned team member does so.)

The Meaning of the Neckerchief

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

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

(Assigned team member does so.)

The Meaning of the Woggle

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

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

(Assigned team member does so.)

The Meaning of the Beads

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

“Please present the Wood Badge beads.”

(Assigned team member does so.)

Conclusion of Ceremony

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

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

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

(Present the certificate.)

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

Sample Course Director and Staff Bead Presentation Ceremony

Concept

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

Ceremony

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

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

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

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

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

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

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

“Staff, I present your course director!”

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

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

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

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

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

(Present staff certificates.)

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

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

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

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

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

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

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

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

Budget Work Sheet

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

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

Enrollment estimates

Staff _____

Participants _____

Total _____

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

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

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

Quartermaster List

Staff Needs Prior to Course

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

Day One—Orientation, Gathering Activities

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

Day One—Gilwell Field Assembly

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

Day One—Course Overview (Troop Presentation)

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

Day One—Listening to Learn (Patrol Presentation)

- Equipment to support the presenter's presentation method (e.g., projector, flip chart, Wood Badge online resources)
- Note cards prepared with role-play assignments

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

- Blue and gold banquet decorations
- Wood Badge symbols
 - Ax and log
 - MacLaren tartan
 - Wood Badge beads
 - Wood Badge neckerchief and woggle
 - Kudu horn
- Emblems to be used for service and program patrols
- Small table with cloth
- Four candles (red, yellow, blue, white) with holders
- Four cards (C, U, B, S) to stand in front of candles
- Lighter
- Ceremonial bridge

Day One—Troop Meeting

- Troop 1 flag on stand
- Posters: Scout Oath and Scout Law
- New card for name badge with appropriate patrol emblem for each participant
- Prefolded Wood Badge course neckerchief for each participant
- Set of patches for each patrol
 - Patrol leader
 - Assistant patrol leader
 - Patrol chaplain aide
 - Patrol scribe
- Large Scout patch for each patrol
- Safety pins: two for each participant plus two for each patrol
- 40-inch cord for each participant
- 16 candles with holders
- One candleholder for 12 candles, one candleholder for three candles, and one candleholder for a single candle
- The *Boy Scout Handbook*, No. 34554
- 12 points of Scout Law printed on index cards

- Materials for Patrol Method Game
- Handout for staff members:
Troop Meeting Plan—Day One
- Handout for staff members:
Troop Meeting Plan—Day Two
- Handout for troop guide:
Patrol Meeting Agenda
- Handout for troop guide:
Patrol Daily Self-Assessment Tool
- Handout for each participant:
Aims discussion work sheet

Day One—Patrol Leader’s Council Meeting

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

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

- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge online resources)
- Wood Badge Ticket Work Sheet (five per participant)
- Posters: BSA Mission, Vision, Aims, Methods

Day One—Patrol Meeting

- Patrol meeting agenda for each participant

Day One—The Who, Me? Game

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

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

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

Day Two—Breakfast

- The Gilwell Gazette* for each participant and staff

Day Two—Gilwell Field Assembly

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

Day Two—Troop Meeting

- “What Are You Most Afraid Of?” work sheet for each participant
- “What Are You Most Afraid Of?” moderator work sheet for each troop guide
- Materials for Zulu Toss (six tennis balls per patrol)
- For each troop guide:
 - Camp stove to be used at the outdoor experience
 - Fuel in an appropriate container
 - A means of lighting the stove

Day Two—Front-End Alignment Game

- Front-End Alignment rules for each patrol leader and each observer
- Handout for half of the patrol leaders: Leadership Style “A”
- Handout for the other half of the patrol leaders: Leadership Style “B”
- Front-End Alignment score sheet for each observer
- Masking tape, measuring tape, marking pen
- Plastic cans or bowls (6 to 8 inches in diameter and 3 to 6 inches deep)
- Chart for scoring
- Individually wrapped hard candies for all participants

Day Two—Leveraging Diversity Through Inclusiveness

- Patrol duty roster
- Patrol project plan

Day Two—Stages of Team Development (Troop Presentation)

- Wood Badge online resources and projection equipment for slide presentation
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart)
- Overhead projector
- Transparencies or posters illustrating the team

development graphical models

- Handout for each participant: Stages of Team Development
- Hat
- Patrol medallions

Day Two—Patrol Leaders’ Council Meeting

- Table
- Chairs: two per patrol plus five
- Patrol Leaders’ Council Meeting Agenda for each patrol
- Day Three Troop Meeting Plan for each patrol
- Day Three Course Schedule for each patrol
- Handout for each patrol: Campfire Program Planner
- Handout for each patrol: Outdoor Code
- Handout for each patrol: How to Pack for the Outdoor Experience
- Handout for each patrol: Planning for the Outdoor Experience
- Equipment list for the outdoor experience (if appropriate)
- Day Two Start, Stop, Continue assessments

Day Two—Communication (Patrol Presentation)

- 5 squeaky toys, 5 blindfolds, and 5 bean bags per patrol
- 2 15-foot pieces of rope
- One toy or old cellphone, or facsimile
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart)

Day Two—Project Planning (Troop Presentation)

- Outline of Project Planning handouts for each participant
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge online resources)
- Projector that is computer-compatible

- 3-by-3-inch self-adhesive notes
- Markers

Day Two—Rockets (Patrol and Troop Activity)

- For each patrol:
 - Instruction sheet
 - Plastic soft-drink bottle (16- to 20-ounce size)
 - Scissors
 - Craft knife
 - 8-by-8-inch square of corrugated cardboard
 - Duct tape
 - Bobby pins
 - Ruler
 - Safety goggles
 - Materials for decorating rockets
- For each staff member serving as facilitator:
 - Scoring sheet
 - Launch pad
 - Safety goggles
 - Bicycle pump with pressure gauge
 - One award for each patrol

Day Two—Wood Badge Game Show (Troop Activity)

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

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

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

Day Three—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Three—Gilwell Field Assembly

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

Day Three—Interfaith Worship Service (Instructional)

- Religiously oriented resource materials
- Photocopies of selected hymns or songs, responsive readings, and/or unison prayers
- “Have You Seen the Light?” quiz handouts for each participant
- “Have You Seen the Light?” quiz answers handouts for each participant

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

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

Day Three—Troop Meeting

- Principles of Leave No Trace*, No. 430-105, for each participant
- Boy Scout Handbook* for each patrol
- Camping items for interpatrol activity
- Scoresheets for Kim’s game

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

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

Day Three—Patrol Leaders' Council Meeting

- Patrol Leaders' Council Meeting Agenda for each patrol
- Day Four Course Schedule for each patrol
- Campfire Program Planner handout for each patrol
- Outdoor Code handout for each patrol

Day Three—Patrol Chaplain Aides Meeting

- Patrol chaplain aides meeting agenda for each participant
- Resource materials oriented toward religious observances

Day Three—Conservation Project Planning (Troop Presentation)

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

Day Three—October Sky (Troop Activity)

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

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

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

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

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

Day Four—Leading Change

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

Day Four—Patrol Leaders' Council Meeting

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

Day Four—Generations in Scouting (Troop Presentation)

- Small group activity worksheets/situations
- Handout with characteristics of each generation
- Flip chart pad and markers

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

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

Day Four—Problem Solving Round Robin (Patrol Activity)

- Materials needed for the activities chosen.
 - **Trolley:** Two 2½-by-6-inch boards, each 10 to 12 feet long and each having 2½ to 3-foot lengths of rope attached at 1-foot intervals.

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

Day Four—Managing Conflict (Patrol Presentation)

- Picture of Norman Rockwell painting “The Scoutmaster”

Day Four—Patrol Meeting

- Patrol Meeting Agenda developed by individual patrols

Day Four—The Diversity Game (Patrol Activity)

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

Day Four—Participant Campfire

- Campfire Program Planner

Day Five—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Five—Gilwell Field Assembly

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

Day Five—Coaching and Mentoring (Troop Presentation)

- Instructions for “Tom R. Sage: Venturing Legend” role-play for each participant
- Role descriptions for “Tom R. Sage: Venturing Legend” role-play: Half the participants get copies of one version, the other half gets the second version.
- Equipment to support the presenter’s presentation method (e.g., projector, flip chart, Wood Badge online resources)

Day Five—Conservation Project (Troop Activity)

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

Day Five—Self-Assessment

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

Day Five—Patrol Leaders’ Council Meeting

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

Day Five—Patrol Project Setup and Presentation

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

Day Five—Patrol Meeting/Patrol Project Self-Assessment

- Self-assessment form for each patrol

Day Five—Patrol Campfire

- Wood Badge Scoutmaster's letter for each patrol
- Troop guide's letter for each patrol

Day Six—Breakfast

- The Gilwell Gazette* for each participant and staff member

Day Six—Gilwell Field Assembly (Troop Activity)

- American flag
- Gilwell Troop 1 flag
- State flag
- History of the state flag/copy of the state song

Day Six—Patrol Leaders' Council Meeting

- Patrol Leaders' Council Meeting Agenda for each patrol
- Invitations/brochures for Philmont Leadership Challenge

Day Six—Interfaith Worship Service (Participants)

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

Day Six—Servant Leadership (Troop Session)

- Equipment to support the presenter's presentation method (e.g., projector, flip chart)
- Servant Leadership Session Notes handouts for each participant

Day Six—Closing Luncheon

- Tablecloths and festive decorations

Day Six—Leaving a Legacy

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

Day Six—Summary Session (Troop Presentation)

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

Day Six—Closing Gilwell Field Assembly

- Wood Badge coin for each participant

Course Resources

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

Wood Badge Course Resources

- Learning Logo display board
- Course participant and staff Troop 1 neckerchief
- Course graduate tartan neckerchief
- Woggle (neckerchief slide)
- Wood Badge beads
 - Two-bead set
 - Three-bead set
 - Four-bead set
- Wood Badge certificates
 - Wood Badge pocket cards
 - Wood Badge course certificate
 - Wood Badge assistant course director certificate
 - Wood Badge course director certificate
- Wood Badge coin
- Wood Badge online resources

Boy Scouting Resources

- *Boy Scout Handbook*
- *Boy Scout Requirement* (current year)
- *Boy Scout Songbook*
- *Den Chief Handbook*
- *Fieldbook*
- *Patrol Leader Handbook*
- *Senior Patrol Leader Handbook*
- *Introduction to Leadership Skills for Troops*, (www.Scouting.org/training/youth)
- *Troop Leader Guidebook*, Volume I
- *Scoutmaster Handbook*
- *Program Features for Troops, Teams, and Crews, Volume 1*
- *Program Features for Troops, Teams, and Crews, Volume 2*
- *Program Features for Troops, Teams, and Crews, Volume 3*
- *Troop Program Resources* (with CD)
- *National Youth Leadership Training* (order from Scouting U)

Cub Scouting Resources

- *Bear Den Leader Guide*
- *Bear Handbook*
- *Cub Scout Ceremonies for Dens and Packs*
- *Cub Scout Leader Book*
- *Cub Scout Leader How-To Book*
- *Cub Scout Magic Book*
- *Cub Scout Songbook*
- *Group Meeting Sparklers*

- *Tiger Den Leader Guide*
- *Tiger Handbook*
- *Webelos Den Leader Guide*
- *Webelos Handbook*
- *Wolf Den Leader Guide*
- *Wolf Handbook*

Varsity Scouting Resources

- *Varsity Scout Leader Guidebook*

Venturing Resources

- *Sea Scout Manual*
- *Handbook for Venturers*
- *Venturing Advisor Guidebook*
- *Venturing Awards and Requirements*
- *Introduction to Leadership Skills for Crews*
- *Introduction to Leadership Skills for Ships*

Posters

- Outdoor Code
- Boy Scout poster set

Other Resources

- *The Conservation Handbook*
- *Guide to Safe Scouting*
- *Guide to Awards and Insignia*
- *Knots and How to Tie Them*
- *World Friendship Fund—BSA*
- *Leave No Trace*
- *A Scout Is Reverent: A Resource for Interfaith, Christian, Jewish, and Muslim Worship at Scouting Events*

DVDs/Videos

- *For All Mankind*. National Geographic Society Video. Washington, D.C., 1992. Apollo Associates\FAM Productions Inc., 1989.
- *From the Earth to the Moon: Part Five—Spider*. HBO Home Video, 1998.
- *Mr. Holland's Opus*. Walt Disney Pictures, 1996.
- *Remember the Titans*. Walt Disney Pictures, 2000.
- *October Sky*. Universal Studios, 1999.

Audio

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

Wood Badge Online Resources

A number of videos and presentations are available as online resources. The course director will provide access to these resources.

Staff Development Videos

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

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

Instructional Presentations

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

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

Course Videos Only

Day One: Values, Mission, and Vision

- President John F. Kennedy:
“We have chosen to go to the moon.”
- Dr. Martin Luther King Jr.:
“I have a dream.”
- Lord Baden-Powell: Common moral code

Day Two: Stages of Team Development

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

Day Two: Project Planning

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

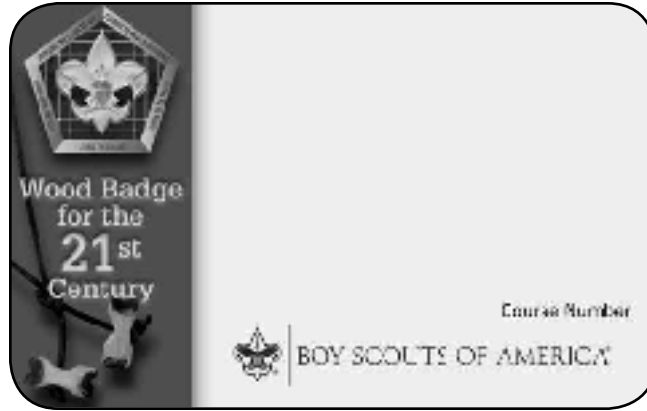
Day Six: Leaving a Legacy

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

- **Wood Badge Administrative Guide (PDF file)**
- “It’s In Every One of Us” audio file*, which may be used as background music to create a personalized PowerPoint slide show.

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

Wood Badge Pocket Card



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

Complete the order form below, giving your full name, address, council name, and course number and date you received your beads. Cards are \$10 each. Checks should be made payable to the Boy Scouts of America. Mail the form with payment to National Supply Group, P.O. Box 7143, Charlotte, NC, 28241-7143.

To: National Supply Group
 P.O. Box 7143
 Charlotte, NC 28241-7143

Wood Badge Course No. _____ Date Beads Received _____

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

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

Print Name _____ Telephone _____

Address _____ Council No. _____

City, state, zip _____

Email _____

Print name as it should appear on card _____

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Appendix B

Staff Development Plan B-3
Preparation Schedule B-7
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Letter to the Scribe B-15
Youth Involvement in Wood Badge B-16

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Staff Development Plan

Introduction

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

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

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

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

In keeping with the goal of the staff becoming an empowered high-performance team, every staff member should receive a link to the Wood Badge online resources.

Key Events in Wood Badge Staff Development

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

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

Staff Recruitment (–270 Days)

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

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

As a preorientation task, the course director should ask each staff member to review the Stages of Team Development and Leading EDGE™ and Teaching EDGE™ models in the *Staff Guide*.

Participant Recruitment (–270 Days)

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

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

Staff Orientation Meeting (–120 Days)

About 120 days before the course, staff members should assemble at a staff orientation meeting to meet one another and commit themselves to the expectations of the course director. The course director may also review the recruitment plan in place to encourage potential participants to sign up for the course.

Staff Project

During the process of staff development, the troop guides (acting as a new-Scout patrol supported by an assistant Scoutmaster) will develop and present a staff project. It is important that the staff project clearly illustrate all the requirements of the patrol projects as described in the *Staff Guide* appendix (A-20). This assignment allows troop guides to experience firsthand many aspects of team dynamics and team leadership that course participants will also encounter during the course.

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

Staff Development Meeting 1 (–90 Days)

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

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

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

Staff Development Meeting 2 (–60 Days)

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

Staff Development Meeting 3 (–30 Days)

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

Additional Staff Development

All presentations require a top-notch presentation from whatever staff member is tasked to present. Special attention should be given to the presentation skills of every presenter. Often, it may be necessary to schedule extra time for practicing presentations with a staff member who is an effective presenter and coach. Course directors should consider scheduling extra time before staff development begins. It is easier to cancel a prescheduled time if it is not needed than to schedule a needed time at the last moment.

Troop guides are the primary counselors to participants in developing tickets, but often have only the experience gained writing their own tickets. Consider using small groups of troop guides, working with experienced staff, to draft a vision and a goal or two for several Scouting positions as practice.

Set some time for all staff to go through each of their presentations at least once in front of a small but knowledgeable audience of individuals who can help coach them. All presenters may need extra time beyond the three scheduled weekends to prepare and polish their presentations.

Wood Badge Staff as a Team

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

Preparation Schedule

(360 days before the course begins)

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

Notes: Most presentations during Wood Badge training are scheduled for 50 minutes. When modeling presentations during staff development meetings, allow 50 minutes. Following the staff guide, the topics to be completely presented during staff development meetings are Leveraging Diversity Through Inclusiveness, Stages of Team Development, The Teaching EDGE™/The Leading EDGE™, and Leaving a Legacy. Other troop presentations at staff development meetings should be abbreviated.

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

Staff Orientation

(120 days before the course begins)

Time	Action	Responsible Staff Members/Notes
	This is the first gathering of the full staff. The purpose is to begin developing the staff into a high-performance team.	
7:00 P.M.	Arrival—sign in, set up.	<ul style="list-style-type: none"> – Scribes and quartermasters are responsible. – Provide snacks and drinks.
7:15	Conduct welcome and introductions.	The course director and senior patrol leader are responsible.
7:30	Discuss expectations of staff members.	<ul style="list-style-type: none"> – The course director is responsible. – Discuss positive role modeling, living by the Scout Oath and Scout Law, and participant satisfaction. – Briefly discuss the staff project to be prepared by troop guides.
7:45	Review the recruitment requirements and schedule.	<ul style="list-style-type: none"> – The course director is responsible. – Review the status of recruitment and next action items.
8:00	Provide the link to the Google Drive for Wood Badge course directors.	<ul style="list-style-type: none"> – The course director is responsible. – Explain that each staff member should read the entire staff guide and <i>Administrative Guide</i> before staff development meeting 1 (–120 days). – Staff members should review the Stages of Team Development, The Leading EDGE, and The Teaching EDGE models in the <i>Staff Guide</i> (–90 days).
10:00	Question/answer session.	The course director is responsible.
10:30	Confirm assignments, sing “Back to Gilwell”; depart.	The course director is responsible.

Staff Development Meeting 1

(90 days before the course begins)

Time	Action	Responsible Staff Members/Notes
7:30 A.M.	Arrival—set up room, registration.	<ul style="list-style-type: none"> – Quartermasters and scribes are responsible. – Provide snacks and drinks.
7:45	Conduct welcome, review the day's schedule.	<ul style="list-style-type: none"> – The course director is responsible.
8:00	Review the status of recruitment.	<ul style="list-style-type: none"> – The course director is responsible.
8:30	Question/answer session.	<ul style="list-style-type: none"> – The course director is responsible. – Review questions regarding the syllabus.
8:45	Conduct the Who, Me? game.	<ul style="list-style-type: none"> – The course director is responsible. – Everyone participates.
9:30	Break.	
9:45	Conduct the Values, Mission, and Vision session.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session.
10:25	Conduct a session on logistics relating to conducting the Wood Badge course.	<ul style="list-style-type: none"> – The course director and quartermasters are responsible. – Discuss equipment, food and water needs, travel, health and safety, emergency procedures.
11:00	Break.	
11:15	Walk through the instructional campfire and the Baden-Powell story.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible.
Noon	Brown bag lunch.	<p>Provide juice, water, coffee, tea.</p> <ul style="list-style-type: none"> – Course director should use this time to review staff assignments. Discuss the importance of each staff member, individual responsibilities, requirements, and standards. Discuss role-modeling, attitude, the Scout Oath, and the Scout Law. Point out the need for teamwork and being accessible and open with participants.
1:00	Conduct the Team Development session.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session.
2:00	Conduct The Leading EDGE/The Teaching EDGE session.	<ul style="list-style-type: none"> – The course director or someone designated by the course director is responsible for this session.

3:00 Break.

3:15 Conduct the Project Planning session. – The course director or someone designated by the course director is responsible for this session.

– This is an overview presentation.

4:00 Conduct the Front-End Alignment game. – The course director is responsible.

– Everyone participates.

4:20 Break.

4:30 Review the schedule for days One and Two. – The course director is responsible.

5:00 Question/answer session. – The course director is responsible.

5:30 Review assignments, sing “Back to Gilwell”; depart. The course director and senior patrol leader are responsible.

Staff Development Meeting 2

(60 days before the course begins)

Day 1 Action

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

Day 2

7:15 A.M. Breakfast.

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

Responsible Staff Members/Notes

- Quartermasters and scribes are responsible.
 - Provide snacks and drinks.
- The course director is responsible.
- The course director is responsible.
 - Have staff members present their reports.
 - Set plans for the next recruitment phase.
 - Scribes are responsible.
 - Distribute sample copies of *The Gilwell Gazette* and explain the production schedule for the first issue.
 - Discuss how to collect information for stories.
 - The course director or someone designated by the course director is responsible for this session.
- The course director is responsible.
- The course director and senior patrol leader are responsible.
- The assistant Scoutmaster for program, course director, and senior patrol leader are responsible.
- The course director and senior patrol leader are responsible.
- The course director or someone designated by the course director is responsible for this session.
 - Because this is a dress rehearsal, the facilitator should utilize all materials that will be used during the actual Wood Badge course.

10:50	Break.	
11:00	Discuss the opening luncheon for the Wood Badge course. Question/answer session covering days Three and Four of the course.	The course director and senior patrol leader are responsible.
Noon	Lunch.	
1:00 P.M.	Conduct <i>Generations in Scouting</i> session.	— The course director or someone designated by the course director is responsible. — All staff members participate.
2:00	Conduct an instructional campfire and discuss the Baden-Powell story.	— The course director or someone designated by the course director is responsible for this session. — Because this is a dress rehearsal, the facilitator should utilize all materials that will be used during the actual Wood Badge course.
3:00	Break.	
3:15	Conduct <i>Leveraging Diversity Through Inclusiveness</i> session.	The course director or someone designated by the course director is responsible.
4:00	Discuss the staff project. Question/answer session—general.	The course director and entire staff are responsible.
4:30	Review assignments for recruitment, session development, equipment, and logistics.	The course director and entire staff are responsible.
5:00	Make assignments, sing “Back to Gilwell”; depart.	The course director and senior patrol leader are responsible.

Staff Development Meeting 3

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

(30 days before the course begins)

Day 1	Action	Responsible Staff Members/Notes
8:00 A.M.	Arrival—set up room, registration.	— Quartermasters and scribes are responsible. — Provide snacks and drinks.
8:15	Discuss the day’s agenda.	The course director is responsible.
8:30	Review the status of recruitment efforts.	The course director and staff members are responsible.
9:00	Conduct an overview of days Five and Six of the course.	The course director is responsible.
9:30	Break.	
9:45	Question/answer session covering days Five and Six of the course.	The course director and staff members are responsible.
10:15	Question/answer session covering days One through Six of the course.	The course director is responsible.

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

Letter to the Senior Patrol Leader

(Print on council letterhead.)

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

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

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

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

Best wishes,

Course Director

Letter to the Scribe

(Print on council letterhead.)

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

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

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

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

Best wishes,

Course Director



Youth Involvement in Wood Badge

An exciting part of a Wood Badge course is the involvement of young people during the outdoor experience. They fulfill that responsibility by taking on the roles of members of a Venturing crew providing skills instruction for Wood Badge Troop 1.

The Importance of Youth Involvement

- Wood Badge offers young people opportunities to gain hands-on experience as teachers and guides. A Wood Badge program also provides an ideal setting for young people to interact in meaningful ways with a wide range of adults committed to the values of Scouting.
- Encouraging youth to take an active role in a Wood Badge course pays dividends for everyone: course participants, staff members, and the young people themselves.
- Youth involvement
 - Adds diversity to a Wood Badge course.
 - Eases the burden on the staff.
 - Allows Scouters to enjoy the presence and contributions of young people and to witness the effectiveness of youth-led Scouting activities.
 - Brings youth together with adults who are committed to Scouting's values.
 - Enhances the Wood Badge experience for youth and adults, and serves in the long run to strengthen home units, districts, and councils.

Youth Qualifications and Recruitment

Ideally, the young people contributing their time and talent to a Wood Badge course have previous experience with youth leadership. They may be current or former members of Scout troops, Venturing crews, or Varsity Scout teams, and may have held significant leadership positions in the Order of the Arrow. They must be older Scouts or college-aged individuals still involved with Scouting. They should be recruited at the same time the course director is putting together the rest of the staff, and should be chosen on the basis of maturity, responsibility, self-reliance, and a background indicating the ability to present assigned material with success.

The number of young people recruited to participate in a Wood Badge course should be equal to the number of patrols for that course.

Note: Every effort must be made to recruit young people to be involved in the Wood Badge course as a Venturing crew. In the rare event that is not possible, troop guides can fulfill those duties. The key is to encourage the active involvement of experienced older youth from among a council's Venturing crews, Varsity Scout teams, youth leadership training participants, and members of the Order of the Arrow.

Roles and Responsibilities of Youth Serving as the Wood Badge Venturing Crew

1. Establish the model Leave No Trace campsite at the backcountry location of the outdoor experience and be on hand to explain its features as the Wood Badge patrols view it. (The youth involved with Wood Badge may use the model campsite as their Venturing crew campsite during the outdoor experience. If troop guides are assuming these roles and responsibilities, they may designate the model campsite to be a Venturing camp and use it as their own.)
2. Provide outdoor skills guidance and assistance as the patrols establish their own campsites.
3. Set up and facilitate the stations of the problem solving round-robin.
4. Attend the session on Generations in Scouting and, if they wish, join in the discussion. Youth may also take part in the Diversity Game—ideally, one youth per Wood Badge patrol.
5. Participate in the conservation project.
6. Observe the presentations of the patrol projects.
7. At the end of the patrol project presentations, depart with the Wood Badge staff.

The syllabuses for Day Four and Day Five include specific instructions for youth taking part in scheduled activities. In addition, the following checklist can guide course directors in the most effective ways to incorporate young people into the Wood Badge program.

Course Director's Checklist for Youth Involvement in Wood Badge

The following checklist is designed to help course directors successfully incorporate young people into a Wood Badge course as members of the Venturing crew providing instruction for Troop 1.

- During staff recruitment, seek out qualified youth through council and district contacts. Give particular weight to those who have completed youth leadership training; have held leadership positions in youth leadership training, Order of the Arrow lodges, Varsity Scout teams, or Venturing crews; or have taken advantage of other leadership opportunities (serving on the staffs of council camps or high-adventure bases, etc.).
- Prepare a calendar indicating the days that youth must be available to prepare for and participate in a Wood Badge course. That commitment includes
 - Time well in advance of the course for orientation, training, and practicing presentations.
 - Arrival on-site the day preceding syllabus Day Four to set up the model Leave No Trace campsite and the problem-solving round-robin, and to prepare for the arrival the following morning of the participants.
 - Participation in Day Four and Day Five of the Wood Badge course.
- Provide guidelines for youth to match their clothing and camping gear to the season and setting of the course. Inform them of equipment that will be provided to them at the course (tents and cook stoves, for example).
- Develop a plan for youth to manage their meals during the outdoor experience. For example, they may be given the same budget as other course participants and then encouraged to develop their own menus and cooking strategies.
- See to it that youth have reasonable transportation options for traveling to and from the course location.
- Review the BSA's Youth Protection policies and ensure that the course adheres to those guidelines.
- Consider ways to recognize these young people for their valuable contributions to the Wood Badge course. Course T-shirts, hats, patches, or other mementos of the event will be appreciated.
- Look forward to a tremendously positive experience for youth, for Wood Badge participants, and for you and your staff.