

Chapter Operations Guide



BOY SCOUTS OF AMERICA®

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Preface

INTRODUCTION

The *Chapter Operations Guide* (COG) provides insight, guidance and direction for the successful operation of a chapter within an Order of the Arrow lodge. It is designed and intended as a resource in program planning for lodge and chapter officers and advisers. The *Chapter Operations Guide* is available for download and printing at the Order's official website, <http://www.oa-bsa.org>.

This guide is **not** intended to replace or supersede information in the *Order of the Arrow Handbook* or the *Guide for Officers and Advisers*.

Almost from the founding of the Order, beginning with the very first meeting of the national lodge in 1921, Order of the Arrow lodges have been "chartered," and standards for conducting the Ordeal and ceremonies universally established by this sanctioning group. The decisions of the national lodge were rules by which all lodges were expected to comply. Those traditions continue to this day: most of our current Order of the Arrow policies, standards, guidelines and procedures (as outlined in the *Order of the Arrow Handbook* and the *Guide for Officers and Advisers*) can be traced to the decisions of the former national lodge, the Order of the Arrow executive committee and/or (beginning in 1948) the national Order of the Arrow committee.

Historically, Order of the Arrow chapters have had a very different evolution. Unlike the "chartering" of lodges, a decision made at the top of the national OA organization, it is believed that Order of the Arrow chapters evolved from the lodges and councils themselves, and provide a structure through which our largest lodges operate more efficiently and effectively. Until the publication of this guide, official information about Order of the Arrow chapters has been relatively sparse. The guidance has been simply: Chapter operations within the Order of the Arrow must comply with the same policies, standards, guidelines and procedures by which lodges must abide.

This *Chapter Operations Guide* is not text of policies or rules. Those remain in other Order of the Arrow publications. Rather, this is a guide that contains helpful information and best practices for lodge and chapter leaders to understand, consider, discuss and choose to implement if right for your lodge or chapter. This guidebook is about options and choices, some of which might be perfect for implementation in your chapter and lodge. Other ideas you read here may not work for your lodge. That is OK as well. Don't use those. The choices are ultimately yours to make, so long as each lodge and chapter complies with the policies in the *Order of the Arrow Handbook* and the *Guide for Officers and Advisers*.

It is suggested that every lodge and chapter officer and adviser first read and become familiar with the *Order of the Arrow Handbook* and the *Guide for Officers and Advisers* before reading this guide. This text assumes that the reader is familiar with the ideas and principles of the Order of the Arrow found in those publications.

Chapter 1 covers chapter program expectations from a lodge or council perspective: How they fit into the council and/or district plan. It includes information about the mission, purpose and vision of the Boy Scouts of America and the Order of the Arrow. It details the basic structure of a chapter and how it relates to and interacts with the lodge and with units and unit leaders.

Chapter 2 is devoted to program, or FUN. Topics covered in this chapter include: activities, service, training, unit elections, camping promotion, camp staff promotion, Brotherhood completion, and the Vigil Honor. New member orientation, inductions and recognitions are also included.

Chapter 3 contains information about planning, including goal setting, leadership mapping, succession planning, and self-assessment.

The Appendix provides a number of sample chapter meeting program ideas including a self assessment, chapter meeting planner, unit leader letter, annual calendar, tips for working with youth and adults, and financial operations.

SCOUTING'S NATIONAL HONOR SOCIETY

MISSION, VISION AND PURPOSE

A mission statement defines the fundamental reason that an organization exists. Most organizations have one. Some organizations refer to their mission statement as their purpose.

A vision statement defines the way an organization will look in the future. It is a long-term view that often accompanies a mission statement. Typically, a vision statement is connected to the organization's strategic plan, a document that defines the current direction and strategies used to achieve its mission and purpose.

The Order of the Arrow (OA) has all three: a mission statement, a purpose statement, and a vision statement. Taken together, these statements define the reason our organization exists and what we intend to be in the future.

THE MISSION OF THE ORDER OF THE ARROW

The mission of the Order of the Arrow is to fulfill its purpose as an integral part of the Boy Scouts of America through positive youth leadership under the guidance of selected capable adults.

THE PURPOSE OF THE ORDER OF THE ARROW

As Scouting's National Honor Society, our purpose is to:

- *Recognize those who best exemplify the Scout Oath and Law in their daily lives and through that recognition cause others to conduct themselves in a way that warrants similar recognition.*
- *Promote camping, responsible outdoor adventure, and environmental stewardship as essential components of every Scout's experience, in the unit, year-round, and in summer camp.*
- *Develop leaders with the willingness, character, spirit and ability to advance the activities of their units, our brotherhood, Scouting, and ultimately our nation.*
- *Crystallize the Scout habit of helpfulness into a life purpose of leadership in cheerful service to others.*

A detailed explanation of the Order of the Arrow's mission and purpose statements can be found on the national OA website www.oa-bsa.org and in the newest edition of the *Order of the Arrow Handbook*.

THE VISION OF THE ORDER OF THE ARROW

As Scouting's National Honor Society and as an integral part of every council, our service, activities, adventures and training for youth and adults will be models of quality leadership development and programming that enrich the lives of our members and help extend Scouting to America's youth.

Because the Order of the Arrow is so closely aligned and connected to the Boy Scouts of America (BSA) and its councils nationwide, it is important that the leaders of the OA understand the mission and vision of the BSA and how those relate to the responsibilities of the local council.

BSA MISSION STATEMENT

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

BSA VISION STATEMENT

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

SCOUT OATH

*On my honor I will do my best
To do my duty to God and my country
and to obey the Scout Law;
To help other people at all times;
To keep myself physically strong,
mentally awake, and morally straight.*

SCOUT LAW

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

ORGANIZATIONAL STRUCTURE

BOY SCOUTS OF AMERICA: AN ORGANIZATIONAL OVERVIEW

The Boy Scouts of America is one of the nation's largest and most prominent values-based youth development organizations. The BSA provides a program for young people that builds character, trains them in the responsibilities of citizenship, and develops personal fitness. For over a century, the BSA has helped build our nation's future leaders by combining educational activities and lifelong values with fun.

The BSA was incorporated in 1910 and was granted a Congressional Charter (from the U. S. Congress) in 1916. The National Executive Board, in consultation with national officers and national staff which carry out the work of the national organization, provides the leadership involved in presenting a common set of program standards across the nation.

THE LOCAL BOY SCOUT COUNCIL

A council is a local organization chartered by the Boy Scouts of America, to promote, lead and supervise all Scouting activities within an assigned geographic territory, and to do so in

accordance with the rules, regulations and bylaws of the BSA. The local council is the administrative organization charged with fulfilling the mission and vision of the movement. Scouting is a volunteer organization that operates with professional guidance.

A council has four major functions through which it delivers the Scouting program: membership/relationships, finance, program and unit service. How each council organizes to accomplish these functions may vary, based on local conditions, geography, resources and other local factors. Most councils further subdivide their territory into districts.

Councils are led by volunteer Scouters elected to serve on the council executive board, which meets periodically throughout the year. Officers of the board include: president, council commissioner (who leads the unit service function), vice presidents, treasurer, committee chairs, etc. Each council employs a professional Scouter, the Scout executive, to serve as its chief executive officer, the highest ranking and salaried executive in the council. The Scout executive works for and reports to the council executive board.

THE DISTRICT

To help carry out its mission and work, most councils are subdivided geographically into smaller areas, called districts, as determined by the council executive board. Districts comprise all the council members residing within that geographic area. A district committee manages the work. District leadership positions typically include: district chairman, district commissioner, district committee chairs, and district committee members. The council Scout executive, or his or her designee, typically hires other professional Scouters, district executives, to support, oversee and help extend the Scouting program to youth within each district's geographic territory.

Each council varies somewhat in the specifics of its organization and at the district and council levels, although most are fairly well-aligned to this general description.

This background knowledge is important to the operation and success of the Order of the Arrow lodge, and to the operation and success of its chapters, if the Scout executive chooses to use chapters as a part of its organizational structure.

THE ORDER OF THE ARROW: AN ORGANIZATIONAL OVERVIEW

For nearly 100 years, the Order of the Arrow has been recognizing those who best exemplify the Scout Oath and Law in their daily lives. This recognition encourages others to live by these ideals as well. The Order is known for its promotion of camping, responsible outdoor adventure, and environmental stewardship. Today, the OA's ability to develop the leadership qualities of its members is as well-known as its long-term commitment to provide cheerful service to the council and its camps, and to the community. There is an Order of the Arrow lodge in nearly every council in the nation, with more than 170,000 OA members nationwide.

THE LODGE

Members of the Order of the Arrow in a council are organized into a group, which is called a lodge. The lodge is the part of the Order of the Arrow structure that functions at the council level. Typically, each lodge selects an American Indian name, usually based on the history and name of a local tribe, as well as a unique, distinctive emblem or totem. Each lodge in the country operates under a charter granted by the Boy Scouts of America. The lodge must reapply annually for its renewal. In addition to operating in accordance with national OA policies and procedures, the lodge must also operate under the auspices and guidance of the local council and local Scout executive. The Scout executive is the Supreme Chief of the Fire, the final authority within the council for the Order of the Arrow.

In councils where the lodge serves the entire geographic area of the council and there are no chapters, the lodge must organize its work accordingly. In these councils, lodge committees must have broad representation from throughout the council jurisdiction with methods to communicate broadly with its membership and serve the units council-wide.

THE CHAPTER

The Scout executive may decide to operate by using chapters. Typically, when this decision is made, there is one chapter created in each district of the council. Each chapter would then have its own officers and advisers, the officers being elected by the youth OA members within the chapter, and the advisers being appointed by the Scout executive often with the consultation of the lodge adviser and district executive(s). Some advantages to operating by chapters are:

- There are more leadership opportunities for youth members in a council where the lodge is subdivided into chapters, and more opportunities for adults as well.
- Meetings can be scheduled in locations closer to home for the majority of members, decreasing travel time and (hopefully) increasing meeting attendance.
- Meetings and events can be scheduled to coincide with district roundtables and other district events as a way to increase and encourage attendance. Unit leaders can help provide transportation for the youth membership.
- Unit visits for camping promotion, unit elections and other purposes are more convenient and easier to schedule, manage and complete.
- The opportunities to serve, and to be seen by others when setting the example of service, are often greater in a lodge that operates with chapters.

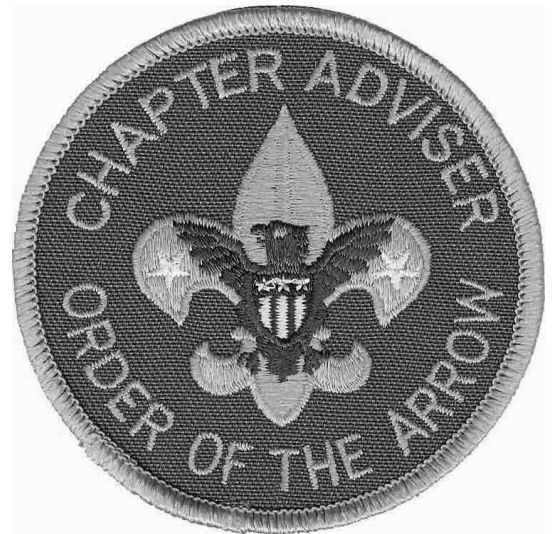
MEMBERSHIP STATUS

Active membership or a member in good standing should be defined as an Arrowman who attends lodge, chapter, and/or unit events regularly, completes assigned tasks as requested, and abides by the Scout Oath, the Scout Law, and Order of the Arrow Obligation. Active membership requires dues paid registration in both the Boy Scouts of America and the Order of the Arrow lodge.

POSITION TENURE & TERM OF SERVICE

Merit, attitude, maturity, and enthusiasm are suggested markers when evaluating a youth or adult to serve in a role. It is essential that the chapter brings new Arrowmen to the table and engages with them in the betterment of Scouting. Over-used volunteers are too often recruited because of the person's past positions or proven reliability. As chapter leaders, a clear job imperative is to develop one's successor and plan for the future leaders of the chapter.

Typical terms for chapter officers and advisers coincide with lodge officer and adviser appointments. If possible, replace an adviser at the same time new officers are taking office. Chapter adviser appointments are for one year but appointees typically serve in the position for three to five years, or three to five officer cycles. The suggested focus of the first year is to get your feet wet as an adviser; the second year is focused on making improvements to the program's quality; and the third year is focused on developing the future leaders. Position tenure of three to five years is a healthy guideline to ensure a fresh, growing program that is inclusive to all Arrowmen. Chapter adviser appointments are made by the Scout executive in consultation with the lodge adviser.



LODGE CHAPTER INTERDEPENDENCE

One link in a chain, however strong, is not a chain, and so it is with chapter leaders. Each leader is a link who depends upon other links to make the chain strong. To be successful in its purpose as a lodge, each of the chapters in the lodge must be functional and effective. The lodge is the sum total of all of its chapters, and is only as effective as they are. If one or more of the chapters is weak and fails at a given task, every chapter and part of the lodge may be negatively affected. A lodge operating with a chapter system only works when all of the chapters are joined in purpose and functioning together as a well-tuned engine. It is this interdependence of the lodge depending on the chapters and the chapters depending on the lodge and one another that makes the lodge truly strong.

When organizations are said to be interdependent, all the parts of the organization realize that they must cooperate and work together in order to achieve things that cannot be achieved independently. Leaders need followers. Committee chairs need committee members to help with the work. A chief needs a tribe or clan. An adviser needs a young person to counsel. One cannot function effectively alone. That is what interdependence is all about.

OFFICER AND ADVISER DUTIES

Duties of chapter officers are approximately the same as those of the lodge officers. The chapter chief, in consultation with his adviser, has the authority to make adjustments in the duties of the officers who serve with him. Each chapter has different needs and the officers

need to be able to adjust to fulfill these needs. Often the chapter chief and adviser will serve on the district committee or district outdoor adventures committee. The lodge leaders will provide direction in consultation with the chapter leaders about how many elected positions each chapter should have and any specific duties not outlined below.

RESPONSIBILITIES OF THE CHAPTER CHIEF

1. Meets monthly with the chapter officers and advisers.
2. Attends all chapter meetings and events.
3. Carries out well-planned and effective chapter meetings and activities.
4. Supervises unit elections in the chapter.
5. Attends requested meetings to represent the chapter.
6. Is responsible to ensure all chapter assignments are completed.
7. Organizes a unit election team, crossover ceremony team(s), and ceremony teams for chapter Ordeal inductions and Brotherhood inductions, if so delegated by the lodge.
8. Attends lodge events, including training sessions (e.g., LLD).
9. Represents chapter at all lodge executive committee meetings.
10. Serves as a positive example of leadership and represents the OA well.
11. Supports the lodge in promoting all OA events to chapter members.
12. Is responsible for constant communication with chapter members.
13. Wears the Scout uniform correctly.

RESPONSIBILITIES OF THE CHAPTER VICE CHIEF

1. Assists the chapter chief in administering the program of the chapter.
2. Helps to supervise unit elections and camping promotion visits by the chapter.
3. Assists with event promotion and getting people to meetings.
4. Serves as the chapter chief when the chief is not present.
5. Assists in planning meetings and chapter activities for the year.
6. Attends all chapter meetings and events.
7. Attends lodge events, including training sessions.
8. Wears the Scout uniform correctly.
9. Performs other duties as assigned by the chapter chief.

RESPONSIBILITIES OF THE CHAPTER SECRETARY

1. Keeps minutes at all meetings.
2. Keeps track of attendance at chapter events.
3. Reports to the chapter chief on chapter event attendance.
4. Attends all chapter meetings and events.
5. Attends lodge events, including training sessions.
6. Maintains an updated version of chapter roster and membership statistics for reference (working with the lodge secretary and lodge membership committee).
7. Sends meeting and event reminders to OA troop/team representatives and other chapter members.
8. Contributes to the lodge newsletter and website.

9. Wears the Scout uniform correctly.
10. Performs other duties as assigned by the chapter chief.

RESPONSIBILITIES OF THE CHAPTER ADVISER

1. Meets monthly with the chapter officers and advisers.
2. Serves as the mentor, coach, and trainer of the officers and associate advisers.
3. Works with youth leaders and chapter chief to ensure the chapter's success and development of the youth.
4. Assures that the chapter is operating according to the lodge rules and national Order of the Arrow policies.
5. Reports to the lodge adviser and district executive on a regular basis.
6. Appoints other adults to serve in consultation with the lodge adviser and district executive.
7. Encourages participation in chapter and lodge events.
8. Attends all chapter and lodge executive committee meetings.
9. Communicates regularly with district leaders and is engaged in the happenings of the district.
10. Wears the Scout uniform correctly.

RESPONSIBILITIES OF THE ASSOCIATE ADVISER

1. Supports and assists the chapter adviser to carry out the operations of the chapter.
2. Assumes other duties and responsibilities as assigned.
3. Encourages participation in chapter and lodge events.
4. Attends all chapter meetings.
5. Wears the Scout uniform correctly.

RESPONSIBILITIES OF THE CHAPTER STAFF ADVISER (DISTRICT EXECUTIVE)

1. Advises the Scout executive on possible nominees for service as chapter adviser.
2. Serves as liaison between the chapter leaders and the Scout executive.
3. Maintains a close working relationship with chapter officers and advisers.
4. Oversees the chapter finances.
5. Encourages participation in chapter and lodge events.
6. Meets and communicates with the chapter chief and chapter adviser on a regular basis.
7. Wears the Scout uniform correctly.

MANAGING YOUR TEAM

Often as leaders we are consumed by the here and now, managing for the next meeting, event, or ceremony. While focusing on the day-to-day chapter challenges, it is easy for leaders to lose sight of the "big picture": developing a strong, sustainable chapter program. Here are some helpful hints on managing your chapter leadership team which will help you to improve the chapter program.

- Trust your team. Developing a solid framework of trust with your chapter leaders is one of the most important things you can do as a chapter leader. Trust is the foundation that

supports all the different elements of your chapter (e.g., communication, meeting success, etc.). Being able to trust the members of your team and knowing that you have their trust can be the difference between a good chapter and a great chapter. Build a relationship with your team: talk to them about stuff other than Scouting such as school, sports, or other interests. The better you know your fellow team members, the better you can understand why they operate the way they do. Trust is built by delegating responsibility: it is important to be able to delegate responsibility to other members of your team. Doing this can improve both your trust in them and their trust in you. Do as you say: a good leader always stands by what he says. As the saying goes, actions speak louder than words. Team building: consider adding a team building game or activity to some of your meeting plans. These activities can help build an atmosphere of teamwork and strengthen the trust between members.

- Adapt to their individual work styles. The best leaders are adaptive, as leadership is situational. It is important to determine which members of your leadership team are able to perform their duties satisfactorily without much “pushing” and which ones need more encouragement to get the job done. An experienced committee chairman with high enthusiasm and a great work ethic will not need as much guidance as a new Arrowman who is leading a project for the first time.
- Provide positive reinforcement. Everyone needs to feel important and be told that their work is appreciated. Motivation comes from ongoing praise. Lack of motivation results from too little positive feedback or too many negative comments. Focus on what others do “right.” Take the time to say “thank you” or “what a great job.” Take your staff out to lunch once in a while. Show them that you appreciate their efforts, and encourage them to share.
- Know your niche. Understand your constituents, ask your key groups what they care about, and gain an understanding of what motivates and inspires them. At some point you can have broad based appeal but to get the ball rolling, focus on what your group likes and develop that asset.
- Create your vision of a highly successful team. It has been said that leadership is about painting the vision, giving people something worthwhile to follow. The vision is the “big picture” statement of a team’s values and long term goals. All chapter leaders should be engaged in developing the vision and goals. Schedule a time to meet with them to allow for everyone to participate in this creative process! And remember to think out of the box – what would it look like to have a team that was achieving results beyond what you think is possible today?
- Communicate effectively. Here are some helpful tips to remember when working with teams:
 - Everyone receives information differently. Some people have to see it, others have to hear it, etc. Remember that just because one way works for you, that same way doesn't work for all of your team members.
 - Find out how each person needs to receive information in order to process it. Ask your team members “how do you like to receive information?”; this can tell you whether they are visual learners, auditory learners, etc.

- Remember to communicate important information using several different methods so that all of your team members will receive the information you are trying to convey.
- Check in with your team regarding your communications and ask them how you can improve.
- Check to see if they received it and if you explained it in a way which was clear. Ask them to repeat it back to you clearly and knowledgeably.

MEETINGS

CHAPTER MEETINGS

The frequency, location, type and length of chapter meetings should be determined by the program needs in your area. Listed below are suggested, proven, effective chapter meetings ideas.

KEY 3 MEETINGS

Key 3 meetings are vital to your success as a chapter and in building unit relationships. The chapter chief, chapter adviser, and chapter staff adviser (district executive) should meet at least quarterly to discuss the needs of the district, how the chapter can help address them, and to evaluate the success of the chapter. This is a critical time in the development of the chapter and should not be dismissed. This is an excellent time to find out what the units need and how you can serve them.

CHAPTER OFFICER MEETINGS

Chapter officers should meet at least quarterly to plan chapter functions. These meetings are led by the chapter chief (with guidance from the chapter adviser) and will allow time to evaluate the success of past months, finalize plans for future months, and work on communication with the district and units. These meetings are necessary to your success. Planning must precede action but, just as importantly, action must succeed planning. To support the success of these meetings and the chapter, weekly communication among the chapter leaders will result in well-planned events that are conducted properly.

MEETING SCHEDULING

Some chapters conduct meetings monthly, at the same time as the district roundtables (encouraging Scout leaders to bring OA members along). This provides an opportunity for increased OA visibility in the district and support for the district program. Other chapters hold their meetings only quarterly, on a dedicated night to have a large chapter activity.

Chapters should also hold chapter Key 3 meetings, chapter leadership meetings, and ceremony team meetings. This can take place any night that works for those who attend.

Be sure to not over-program! It should be remembered that an Arrowman's first responsibility is to his unit.

WHAT IS A TYPICAL MEETING LIKE

Chapter meetings typically provide the opportunity to share business items (upcoming chapter and lodge events, unit visit assignments, etc.), plan and promote upcoming events, participate in ceremony team practice, learn leadership skills as a chapter, and get to know your fellow chapter members. Most importantly, chapter meetings are a time to have fun activities that can be found nowhere else.

SUCCESSFUL MEETINGS

- Have a written agenda: it helps keep the meeting on track and run effectively.
- Keep business topics to a minimum: don't let business items dominate the agenda.
- Have FUN: include activities the Scouts enjoy (games) or see value in (leadership skills building)

See the section on "Communications and Technology" found in this guide for ideas on how to increase communication to chapter members regarding events. How can you expect them to come if they don't know about it?

- Offer food (pizza, ice cream, etc.).
- Play games like OA Jeopardy® or host video game tournaments.
- Hold special promotions (bring a friend) to provide a welcome environment.
- Publish an annual chapter calendar so chapter members can see what's coming up. Publish this through the lodge's media tools (website, mail outs, email addresses, etc.).
- Ask for help—those that are recruited to help with simple tasks are much more likely to attend and to come back to events. Make them feel utilized.
- Transportation—arrange for carpools or to pick up chapter members from their homes prior to the meeting.

Chapter meeting ideas are available on the national OA website, www.oa-bsa.org.

PARTICIPATION IN LODGE FUNCTIONS

One of the vital purposes of the chapter is to promote and support the lodge. Chapters should be constantly discussing upcoming lodge events and activities. Goals should be made to have members at each event. Chapter leaders should attend appropriate leadership trainings and lodge executive committee meetings. You should promote events to chapter members every time a lodge event approaches. Volunteer your chapter to participate in events or to complete assignments at each event. Do whatever you can to ensure participation at events.

CHAPTER FINANCES

FINANCIAL OPERATIONS

Chapters are integral components of the lodge and as such, their finances are a component of the lodge's finances. If separate chapter accounts are desired, they must be established as sub-accounts of the lodge account. This can be arranged with the council accounting specialist.

Reimbursement procedures for chapter expenses should be established and mirror the process used by the lodge for reimbursement.

The lodge may be willing or able to provide some funding for worthwhile endeavors to be undertaken by your chapter. This discussion should be brought to the lodge Key 3 for consideration as an agenda item at a lodge executive committee meeting.

Chapter fundraising may be allowed by the council, but approval by the lodge Key 3 should be obtained first. Once approval is obtained, the chapter should follow the Guides to Unit Money-Earning Projects outlined in the *Unit Money-Earning Application*.

LODGE FUNDING OR DIRECT SUPPORT

The Order is a self-funded program and pays costs associated with its operation through its own revenue sources. It is neither appropriate nor acceptable for chapters to request funding from units, districts or the council.

OA TROOP/TEAM REPRESENTATIVE PROGRAM

The OA troop/team representative program was begun in 1999 and is a program of the Order of the Arrow that has been officially adopted by the Boy Scouts of America. The OA representative is an official leadership position within the troop or team, and youth can earn time towards their leadership rank requirements just as with den chief, troop scribe, or any other recognized leadership position.

RESPONSIBILITIES OF THE OA TROOP/TEAM REPRESENTATIVE

There are numerous possibilities for the job description of the OA representative. The beauty is that it is flexible enough to allow a unit to fine-tune the exact responsibilities. However, the most basic tasks of the representative will be to coordinate service opportunities within the unit, to coordinate unit involvement with the Order of the Arrow, including unit elections, camping promotions, and inductions, to request of the lodge and chapter the resources to help meet unit needs, and to report back to the lodge and chapter on the success of their program.

A troop/team representative should:

- Make at least one high adventure presentation to the unit annually.
- Coordinate the Ordeal induction process for newly elected candidates.
- Participate in unit members' paths to Brotherhood.
- Lead community service projects for the unit.
- Inform unit members of meetings and events.
- Help keep updated OA membership of unit.
- Communicate lodge membership dues process.
- Serve as a liaison between the chapter and the unit.

TROOP/TEAM REPRESENTATIVE ELIGIBILITY

Anyone in the unit who is under the age of 18 can serve as the OA troop/team representative for the unit, provided he is a dues-paid member of the Order of the Arrow. He should be

appointed by the senior patrol leader or varsity team captain and will be a member of the patrol leaders council and be invited to attend lodge and chapter meetings.

Unit leaders should appoint an adviser (age 21 or older) for their OA troop/team representative.

HOW CHAPTERS CAN EFFECTIVELY SUPPORT TROOP/TEAM REPRESENTATIVES

The chapter chief should consider appointing a youth to be in charge of the OA troop/team representative program. The chapter adviser may appoint an adviser, if necessary, after consulting with the lodge adviser. A successful chapter Key 3 develops a plan to implement the OA troop/team representative program. You are encouraged to begin small. You can try implementing the program in a few units first by reaching out to their unit leaders to inform them of this opportunity. Encourage the leaders to appoint a representative. These representatives should then start promoting, coordinating, and communicating with the unit.

Here are some ways that you may be able to improve your OA troop/team representative Program.

- Promote at summer camp. Use this opportunity to educate Scouts and Scouters on the program and its benefits.
- Be engaging. Demonstrate to the representatives that you care. Reach out to them frequently.
- Recognize. Provide recognition for OA troop/team representatives at the district or council banquet.
- Train. Hold a semiannual district-wide OA representative training.
- Send reminders. Send an OA representative roster to all leaders in your unit semiannually, and ask them to submit any corrections.

COMMUNICATIONS AND TECHNOLOGY

FORMS OF COMMUNICATION

Effective communication with our membership is critical for successful chapters. Chapters should consider their audience when determining the modes of communications. It is probable that all members are not active Facebook or Twitter users. Email is becoming a necessary part of social interaction, but some members may not check it regularly. Here are some ways that chapters are communicating:

- Word-of-mouth. Commonly, word-of-mouth is an effective way of disseminating chapter information. One-on-one contact allows for personal interaction, which can make a tremendous impact on individuals who may be “on the fence” about attending a chapter function.
- Phone trees. Some chapters have found that phone trees are efficient means of communicating. It is best to divide up the chapter membership list among as large (and knowledgeable) a group as possible. For some chapters, that group is the chapter officers and advisers. The best phone tree organizers provide each caller with a sample

script. A written script allows the call organizer to ensure that all callers are providing the same message to all Arrowmen.

- Newsletters. Traditionally, most chapters have produced and mailed newsletters. Some chapters have stopped mailing newsletters because of the costs. Others have transitioned to publishing e-newsletters. E-newsletters can be posted on the chapter website and emailed directly to individual Arrowmen. Successful chapter newsletters include chapter meeting information, lodge updates, an event calendar, and officer/adviser contact information.
- Websites. Websites are utilized by some chapters. Many sites offer free and easy webhosting, including Wordpress.com. Websites don't have to be professionally done and flashy. Consider what your audience needs in order to support your chapter, namely up-to-date chapter information. Combining resources and having space on the lodge website may be a viable option and provides a consistency of presentation.
- Chapter-lodge communications. Chapters are encouraged to have a publications chairman. In many chapters, the publications chairman serves as the editor of the chapter newsletter and as a member of the lodge publications committee. This chairman writes articles on chapter events for the lodge newsletter along with chapter meeting announcements.
- Chapter-district/council. Consider publishing chapter event information in your district and council newsletters or websites. It has also been helpful to have a chapter representative at district roundtables to make brief announcements about the chapter program. At the start of each year, submit your chapter dates to your district executive for inclusion in the district calendar.

SOCIAL MEDIA

Over the past few years, social media activity has become more widespread. Scouts and Scouters of all ages have embraced this "new media." Social media sites such as Facebook and Twitter have revolutionized communication technologies by allowing for more direct and active communication with our organization's members.

- Facebook. Facebook is an exciting and engaging tool that many lodges and chapters are already using to communicate with their membership. Many Scouts and Scouters have joined the social networking site. So, how can it benefit your chapter? Facebook allows you to communicate directly with your membership. Generally speaking, modern Scouts are likely to check their Facebook more frequently than any other website on the Internet. Following are some ways you can capitalize on this site.

In its current form, Facebook has two ways that organizations can effectively reach audiences – pages and groups. Most lodges and chapters choose to use pages instead of groups because it is easier to engage the audience. With pages, the administrator can post "official" statuses from the organization.



Quelqueshoe Lodge

May 5

The work weekend/ LLD is in two weeks. Make sure you sign up today on the lodge's website.



Order of the Arrow - Boy Scouts of America created an event.



Jamboree Staff 2013 | Order of the Arrow

Monday, July 15, 2013 at 12:00pm

The Summit Bechtel Family National Scout Reserve



Like · Comment · Share · Invite guests · July 10 at 10:05pm

In both pages and groups, administrators can easily create Events. Events are announcements of planned activities. Arrowmen who follow your Facebook group or page can easily be invited to attend your event. Invited Arrowmen have the option of RSVPing to your event by clicking “Attending”, “Maybe Attending” or “Not Attending.” Creating Events on Facebook can have a ripple effect. If the Event is set as public, all friends of Arrowmen who confirm their attendance can see that their friends are planning to attend your chapter event. Seeing that their friends plan to attend an event may encourage other Arrowmen to go to the event as well.

RSVP to this Event

Jamboree Staff 2013 | Order of the Arrow
Monday, July 15, 2013 at 12:00pm

Attending
 Maybe Attending
 Not Attending

Add an RSVP note to the event: (Optional)

Remove this event

RSVP
Cancel

In May 2011, the four OA region Facebook pages began a contest. The first region to gain 1,500 new fans would win. Within two weeks, the Southern Region page gained 1,500 new fans! Their goal was reached by engaging Arrowmen in the competition. Scouts were encouraged to tag the region’s Facebook page in statuses and to change their profile pictures to support their region.



Southern Region - Order of the Arrow

UPDATE: We reached the 3,000 mark! Can we gain 160 more likes TODAY to win? Tell your friends to "like" Southern Region - Order of the Arrow!

The GREAT Southern Region



Our goal is **100** more likes before Friday the 6th.

Share us with your friends

***Like the Southern Region OA page at facebook.com/oasouth**

Engage our page’s fans by: getting into competitions with other chapters, offering prizes when your page reaches milestones (e.g., 100 fans), and regularly posting questions for your fans to “comment” on.

When posting statuses, Facebook users tend to keep their messages short. However, not all Facebook posts are required to be short and concise. Facebook Notes allow users to post longer messages for the public to read. Individual users can click the “Share” button to post the Note to their own profiles – so their friends are able read the Note. Chiefly Speaking articles, chapter meeting minutes, and chapter election procedures make for excellent topics to post about in Notes.



Order of the Arrow - Boy Scouts of America



Chiefly Speaking - SummitCorps Facts

Note from Jonathan Hillis, 2011 National Chief, with the final statistics of the SummitCorps project. 1404 scouts involved with the project \$25,200 worth of non-perishable food donated to local food pantries 78,544 service hours valued at 1.6 million dollars \$15,409.50 donated to local charities...

Like · Comment · Share · July 31 at 12:10pm

If your chapter has a website, consider integrating your Facebook page and website. Many lodges and chapters have their website updates automatically posted to their Facebook pages and Twitter accounts. Websites such as HootSuite

(<http://www.hootsuite.com>) and TwitterFeed (<http://www.twitterfeed.com>) make this process simple (and FREE).

- Twitter. Another popular social media site is Twitter. Twitter is a microblogging service where users “tweet” (post) short (140 character) thoughts and updates. While the presence of Arrowmen on Twitter is substantially smaller than the number of Arrowmen on Facebook, Twitter can still be a beneficial social media tool.

On Twitter, the # (“pound”) symbol is called a hashtag. Hashtags are used to mark keywords or topics in a Tweet. The hashtag symbol is used before relevant keywords and the most popular hashtagged words become Trending Topics.

Twitter users can tweet messages directly to other users by using the @ (“at”) symbol followed by the recipient’s twitter name.



oabsa Order of the Arrow

RT @bechtelsummit: If you want to volunteer for the #2013Jamboree you need this info <http://ow.ly/6cshk>

Arrowmen may also choose to “retweet” another Twitter user’s status to their followers. Doing so allows their fans to see the status – which expands the initial audience.

OA LODGEMASTER

The OA LodgeMaster (OALM) system is an advanced computerized membership management system that has been developed by volunteers and supported by the national Order of the Arrow committee to help lodges and chapters track all of the various information necessary to operate successfully. One copy of OA LodgeMaster is available to each council, chapters do not maintain their own copy. No matter how chapters are implemented in a lodge, be it simply for organizational and meeting purposes or for completely independent events and membership management, OALM will help chapters become more successful:

- Users can be given access to membership information for an entire lodge or a specific chapter, allowing them to view and/or edit data at either level.
- Chapter leaders can be given access to the desktop client, which is installed and allows access to data anytime, whether the Internet is available or not. Leaders can also be given access to the OALM online portal which allows them to view membership data, create reports, and export data to Excel without requiring them to install or maintain any software.
- Nearly all reports which are available at the lodge level are also available at the chapter level, including eligible candidates, induction rosters, leadership rosters and more. Vital statistics and other trend reports are also available to help aid chapters in setting goals for membership, Brotherhood conversions, and active members.
- Event management capabilities are available which allow lodges and chapters to register members, track inductions, service hours, finances, and clans.

- Leaders can create labels for mailing or use the online portal to send mass emails, be it to an entire chapter or to a specific group of members based upon any criteria defined by the user.

All of this functionality is available to chapters today to allow them to more easily access their membership data. Additional functionality is continually being added to enhance access and management capabilities for both lodges and chapters. For more information about OALM, talk to your lodge leaders or go online to: <http://lodgemaster.oa-bsa.org>.

ACTIVITIES

ACTIVITIES VS. MEETINGS

Some chapters have found more success with chapter activities than meetings. The idea of a chapter activity is that the meeting becomes a much larger, fun activity. Things such as bowling, camping, barbecues, etc. that would take more than an hour on a weekday are things that would be considered activities. Some chapters have replaced meetings with activities. You could certainly have a mix of both business meetings and activities. Which would you rather attend: a business-filled meeting or fun-filled activity?

EXAMPLES OF CHAPTER ACTIVITIES

The chapter meeting is not the only activity that a chapter can do during the year. Many chapters have a rich program that extends beyond regularly scheduled meetings. Some examples are:

- Ceremony and drumming practices.
- Costume building and ceremony props workshops.
- Conduct ceremonies: Arrow of Light, Webelos crossovers, troop courts of honor, Eagle Scout courts of honor (exposing the OA to packs and troops).
- Arrow of Light recognition at the district level.
- Conducting a district training event (e.g., camping promotions, winter camping skills) conducted by the OA for Scouts.
- Hold banquets, fellowships, and call-outs.
- Provide staff and/or run district events such as camporees, district banquets, etc.
- Merit badge class at the district level (e.g., once a year based on district survey or a related topic like Indian Lore merit badge).
- Overnights for planning (e.g., annual planning in fall), costume building, or simply fun/fellowship.
- Annual chapter barbeque, planning meeting, chapter campouts, fellowships.
- Bowling, skeet shoot, swim night, basketball, rock climbing at a sports gym, ultimate Frisbee.
- Attend lodge events as a chapter (e.g., fall fellowship).
- Unique activities that can't be done at a unit level (e.g., high adventure).
- Ordeal rededication ceremony.
- Attend an American Indian pow wow.
- Chapter fellowship with neighboring chapters (e.g., joint campout, field trip, visits), sponsored by a different chapter each time.
- Make one meeting a service meeting.
- Plan a hike for Cub Scout packs or Boy Scout troops.
- Use an extended elangomat system of activities to reach out to new members.

TRAINING

Scouting requires leaders to be trained and the OA's leaders should be, too. Trained leaders (youth and adult) will only maximize the capability of the chapter. Here are some great OA training opportunities:

DISTRICT ROUNDTABLE

Chapters can consider providing OA elements to a district roundtable. Topics could include Arrow of Light ceremonies, unit elections, camping promotions, and OA troop/team representatives. The chapter should work through the appropriate district roundtable commissioner to participate in the program.

LODGE LEADERSHIP DEVELOPMENT (LLD)

Chapter leaders can request that the lodge offer chapter-specific training sessions at the lodge's LLD. There are many chapter-specific sessions provided on the LLD website. The Lodge Leadership Development is the nuts and bolts of local OA operations. The more chapter members you have attend an LLD, the more members will gain valuable knowledge and interface with the lodge leaders. Encouraging newer Arrowmen who have just started to attend chapter meetings will make for a great target audience.



MOCK CHAPTER MEETING

A great way for the lodge to train the chapter leaders is to conduct a mock chapter meeting and let everyone participate in a properly modeled meeting. This exercise can easily be conducted with the help of a meeting agenda and stack of index cards. On each index card, write the position names of all the players who should be involved at a chapter meeting:

- | | |
|---|--------------------------------|
| (1) chapter chief | (1) chapter adviser |
| (4) chapter vice chiefs | (1) district executive |
| (8) chapter committee chairmen | (4) associate chapter advisers |
| (8) OA troop/team representatives | (1) visiting lodge officer |
| (4) Scoutmasters / assistant Scoutmasters | (1) guest speaker |

Pass around the index cards and then ask the person with the chapter chief card to take the agenda, prepared by the trainer, and conduct the meeting. Everyone else should act out the role assigned to them on the card they received. At the end of the mock meeting, the trainer can facilitate a group discussion on how well the meeting went and identify opportunities for improvement. This exercise gives the chapter leaders an opportunity to see an example of a youth-led meeting and learn potential pitfalls they can avoid to ensure a successful and meaningful chapter meeting.

SECTION TRAINING EVENTS

Every section conducts an annual event generally referred to as section conclave. While the training curriculum varies from section to section, one of the main purposes of the event is to provide training for lodges. Chapters are encouraged to attend section conclaves and

participate in the training opportunities provided. In addition to conclave, some Order of the Arrow sections provide training events specific to chapter development. Chapter leaders should ask the lodge leaders if such training is available and also look on the section website.

NATIONAL LEADERSHIP SEMINAR (NLS)

The National Leadership Seminar (NLS) is a weekend conference focusing on the skills and characteristics of leaders. It is intended primarily to enhance the leadership skills of the Order of the Arrow's key youth and adult members as they seek to improve their service to the Boy Scouts of America and the greater community.



NATIONAL LODGE ADVISER TRAINING SEMINAR (NLATS)

The National Lodge Adviser Training Seminar (NLATS) is a weekend conference focusing on the skills and attributes of effective lodge advisers. It is intended primarily to enhance an adviser's knowledge of and connectivity with the OA's strategic plan, program and resources, while emphasizing personal skills that are essential to the development of effective youth leaders and ultimately the OA's service to the council.



NATIONAL ORDER OF THE ARROW CONFERENCE (NOAC)

The national Order of the Arrow conference (NOAC) occurs every two to three years at a major university. NOAC provides one of the most extensive and comprehensive training programs that exist in the OA. Chapters can get information about the event from the national website www.event.oa-bsa.org.



UNIT RELATIONS

As a part of the Order of the Arrow, a chapter has the opportunity to provide service to the local units in the area that it serves. Apart from an annual unit visitation where camping promotion and unit elections take place, chapters might look for other opportunities to reach out and become more involved in events or functions where units would need assistance. Some of those activities include, but are not limited to Arrow of Light and Eagle Scout ceremonies, Cub Scout packs mentoring, and new Scout recruitment.

UNIT ELECTIONS

The lodge will determine the time of the year unit elections will be held and should inform unit leaders of this well in advance. A lodge normally has an election program for each chapter and will mail out information about the OA and election procedures to every unit leader in the council. Packets will also be assembled by the lodge and given to the election teams for the chapter to use in the process. This will contain a unit roster, election procedures, and reporting forms.

It is up to the chapters to determine the process for conducting elections. Every unit in the district might have eligible Scouts for election or be in need of camping promotion. A strong effort to reach out to every unit will help with the chapter's goals. Chapter leaders are responsible for organizing the chapter membership into election teams to complete elections.

The strongest unit election teams have their members attend unit elections training to refine their skills and presentation. The national OA website has resources for conducting unit elections, including the *Guide to Inductions* and a unit election team training video entitled "Conducting A Quality Unit Election." The quick video highlights best practices and procedures for unit election teams.

In order to complete an election, teams are responsible for making contact with the unit and arranging for a meeting time with the unit. They must then follow up with the unit to ensure that the time is still correct. On the day of the election, they are to go to the unit, meet with the leaders, and conduct the election. Results must then be reported to the lodge.

The lodge elections chairman is there to help chapters get organized. Further information is available in the *Guide to Officers and Advisers*.

OA MENTORING

The Order of Arrow Mentoring Program is a joint effort of the Boy Scouts of America and the Order of the Arrow. Its purpose is to identify and assist urban and rural Scout units whose camping and advancement programs are below standard, with the goals of:

- To act as a positive influence in the midst of dramatic social, political, economic, and demographic forces affecting urban and rural communities.
- To increase advancement and camping opportunities for Scouts in urban and rural units whose programs, leaders, and resources are limited.
- To provide additional, positive youth and adult role models for disadvantaged urban and rural Scouts and adult leaders.
- To create a "guided discovery" for Order of the Arrow members to reflect on the ideal of "He alone is worthy to wear the arrow who will continue faithfully to serve his fellow man."
- To fulfill the Order of the Arrow strategic plan.
- To create the opportunity for more urban and rural Scouts to become eligible for membership in the Order of the Arrow.

Suggested plan to implement this program:

- Step one: The council/district mentoring committee contacts the lodge requesting its involvement with the program.
- Step two: After the lodge accepts the responsibility to assist, the lodge chief appoints a youth chair for either a lodge service committee or an OA mentoring committee to oversee all mentors sponsored by the lodge and handle all administrative work for the

application and implementation process. Subsequently, the lodge adviser should appoint an adult adviser to assist the new chairman.

- Step three: The lodge service chairman contacts all district executives and their district commissioners to request a list of applicable units in each district, to compile a master profile of urban and rural units. (Note: Any unit is a potential OA mentoring unit.)
- Step four: The lodge service committee chairman meets with the district commissioner to review applications from the district and match applicants to eligible units. When matching Arrowmen with units, keep in mind distance and travel conditions for the mentors.
- Step five: After mentors have been matched with eligible units, the mentor, unit commissioner, and unit leader should meet to outline a list of items to be organized into an action plan for the mentor's role in the unit.
- Step six: The lodge service committee chairman or a member of his committee should be in periodic contact with both the unit commissioner and the OA mentor to supply them with camping promotion and advancement information.
- Step seven: After all items of the action plan are carried out, the mentor, unit leaders, and unit commissioner should meet to evaluate the mentor's performance and to discuss whether the action plan was fulfilled. The evaluation is required and should not be omitted.

BUILDING UNIT LEADER RELATIONSHIPS

Communication between the chapter and unit leader is critical for success. The areas for service can be in an Arrow of Light ceremony, crossover ceremony, or Eagle Scout court of honor. Conduct an annual survey (mentioned above), report on OA activities at district events and unit events, implement the OA troop/team representative program in order to communicate with OA members in units, etc.

Be sure to contact each unit at the start of every year. Inform them of the program the lodge and chapter have in store for the year and allow the unit leader to provide feedback and suggestions on how the OA can better serve the district and their units. Many lodges send packets to unit leaders in January that include: election & membership policies, adult nomination forms, information on the OA troop/team representative program, a lodge calendar, and an officer roster.

As chapter leaders it is your job to be abundantly clear to local unit leaders about the mission and vision of the Order of the Arrow. Open communication lines with unit leaders will decrease falsehoods and foster a supporting relationship. Remember the Order of the Arrow serves Scouting; our role is to support Scouts, help them succeed, and offer them opportunities outside of the unit. Some suggested areas to cover with a new unit leader in your district: OA troop/team representative program, unit elections, camping promotions, Webelos crossover programs, and communication sources such as newsletter, email blasts, or websites.

Knowing that unit leaders have one of the most time-consuming and important jobs in all of Scouting, your desire is to assist them in any way possible in helping to achieve the primary goal of every unit leader – to instill a sense of character and value in the life of each boy in the unit.

ARROW OF LIGHT & EAGLE SCOUT CEREMONIES

The crossover or Arrow of Light ceremony is an important part in a Scout's career where he is brought into a Boy Scouts of America troop. This is an ideal time to showcase the Order of the Arrow not only to the Scout's crossing over, but also to the unit as a whole. Opportunities include anything from helping with the actual ceremony, to finding a location, to just making a presence. Contact the unit leader to see what areas are available for the chapter to provide service.

Eagle ceremonies provide many of the same opportunities as above in addition to some more. Since the Scout receiving the Eagle will be older and possibly in the Order, the chapter has more chances to shine. Having a chapter ceremony team help in the court of honor can make a great impression on the unit.

If a chapter or lodge has written their own Arrow of Light or Eagle Scout ceremonies that use American Indians, their culture, or traditions, then these ceremonies should be reviewed by American Indian Arrowmen or a local tribe to ensure that they are incorporated in a respectful and dignified manner that is not offensive. All public ceremonies should follow the standards outlined in the Ten Induction Principles, *Guide to Inductions* and *Guide for Officers and Advisers*.

CAMPING PROMOTIONS

WHEN & WHERE DO WE PROMOTE

Promotion should take place all the time! The best time to promote is before the summer camp season of each year. Chapters should be on the lookout to promote at every activity they attend and to raise awareness about camping opportunities in the area. Promotion should take place at unit visitations, roundtables, events, troop meetings, pack meetings, summer camp, and day camps.

HOW TO IMPLEMENT CAMPING PROMOTION IN YOUR CHAPTER

Give a camping presentation to your chapter members. Then encourage these members to go to units, including their own, and share the information offered about camping. Complete unit visitations in conjunction with chapter elections. Show a promotional video about camping opportunities, hand out flyers on council camps, promote year-round camping, etc.

CAMP STAFF PROMOTION

Look to older Scouts that have helped in promotion to units in the past. They are the ones who are most knowledgeable about the program. Staff promotion should be administered at the same visit to the unit as promoting camp. You might look to older Scouts as a target audience

and if possible, have a camp staff member from your chapter at a visit. Camps can't run without a staff. This will be a good pitch to the Scout who has been to summer camp two or three times and is looking for something else to keep him involved.

INVOLVING NEW MEMBERS

NEW MEMBER ORIENTATION

The ideal time to captivate Arrowmen is immediately following their induction. If the event has been well-run and welcoming, new Arrowmen should have a positive spirit and be eager to learn more.

The new member orientation is an opportunity to further impress new members after a long weekend and make them feel welcome. Use the orientation time to introduce new Arrowmen to the lodge and the Order, while distributing handbooks, membership cards, lodge flaps, chapter meeting information, a lodge calendar and a leadership roster. Be sure to highlight the service and, particularly, the fun aspects of the Order. Discussing lodge and chapter fellowship activities, OA High Adventure programs, and the National Order of the Arrow Conference® are great ways to gain Scouts' interest.

The *Guide to Inductions* has complete text on the induction process and the new member orientation. The *Guide to Inductions* can be found on the OA website (www.oa-bsa.org)

JUMPSTART

During the orientation, the JumpStart program should be introduced to new members. Jumpstart is an interactive website (jumpstart.oa-bsa.org) designed to assist Ordeal members who are on their trail to Brotherhood. While on the website, Arrowmen can gain further insight into the meaning of the Ordeal experience, including the ceremonies and the four principles. A fun game can also be played online to help members learn the challenges to Brotherhood membership. It is suggested that new member orientation leaders show the JumpStart website during the orientation. Jumpstart bookmarks are available in the Appendix. These bookmarks are often placed in new members' handbooks to remind them to visit the site when they return home.



ENGAGING NEW MEMBERS

Membership turnover is an issue that is felt most at the chapter level. New members are eager to help serve in any capacity and can bring energy into the chapter. What new members lack in experience, they match and exceed in enthusiasm. The chapter can look into areas where the new members are most comfortable and have the most passion. In cases where new members have no preference, their talents can be inserted into areas in the chapter program that need the most assistance. In either case, engagement with new members is critical not only for their individual growth, but also the continued health of the chapter. New members are not only the future, but they are also the key to the present.

Lodges have been successful in making their new member orientations more engaging. Some lodges have chosen to host committee fairs to aid members in discovering their niche. Each lodge committee and chapter sets up a booth showcasing their programs. The booths have flyers and giveaways for Arrowmen along with a sign-up sheet for Arrowmen who are interested in getting involved. Committee fairs can be hosted during the cracker barrel while snacks are being served. The key to the success of the committee fair is making the Arrowmen leave feeling that they have an important role to play in the lodge or chapter's success. Make them feel welcome.

Exciting programming immediately following the Ordeal is important. Many lodges play dodgeball or other activities the night of the Ordeal ceremony. Successful chapters often replace their first post-Ordeal meeting with an activity to maintain the interest of new members. Sample activities can be found under Activities in an earlier part of this chapter.

Another way to engage new members is to reach out to their parents. Hosting a Family Fun Day at a local park has helped some lodges to retain members. Invite new members and their families to a fun, one day barbecue or celebration. Publicly recognize the new members and highlight the benefits of active participation in front of their parents. This can also be done as a part of the Ordeal weekend by chapters whose camps are close to the council territory. Lodges and chapters have invited parents to their recognition banquets during Ordeals.

RETENTION

A low membership retention rate is a problem that many lodges across the nation are facing. The only way to keep members involved in the Order is to provide them with a quality program, and it's your responsibility to provide a good program. Chapters should focus on growing by inducting new members and keeping old members active and interested in the program. Here are some ways to improve membership retention:

- Invite candidates to a fun chapter meeting prior to their Ordeal.
- Develop an inspiring new member orientation.
- Review meaning of Ordeal principles and challenges.
- Introduce new members to the new member start-up program, JumpStart (jumpstart.aa-bsa.org).

- Explain to new members that they are key to the Order’s success and encourage new members to join a committee or perform ceremonies.
- Regularly contact new Ordeal members through announcements and personal notifications; encourage them to attend events and use the extended elangomat program.
- Use the OA troop/team representative program.

INDUCTIONS

CEREMONIES

In large lodges, chapters may organize all unit elections and host their own ceremonies. Ceremonies are a critical aspect of the inductions process. Chapters that coordinate their own Ordeals usually perform their own calling-out, pre-Ordeal, Ordeal and Brotherhood ceremonies. Here are some ways chapters have strengthened their ceremony teams:

- Maximizing the number of Scouts involved in ceremonies, many lodges cover the cost of costumes. This removes the burden from the individual.
- Providing recognition for good performances. Arrowmen can graduate from public ceremonies (crossover, call-out, etc.) to pre-Ordeal and Ordeal, then to Brotherhood.
- Holding a ceremony camp: a fun, informative training weekend for aspiring and experienced ceremonialists.
- Exchanging teams. Have your team visit another chapter’s Ordeal to study their ceremony team.
- Assigning effective advisers to each team.
- Using awards or competitions.

The difference between the success and failure of a lodge starts with the ceremonies of the Order. Candidates realize and remember that a lot of hard work went into “their” Ordeal ceremony. The efforts of all Arrowmen involved in putting on the ceremonies must be well-coordinated. Training, rehearsing, and other preparations done well in advance are essential. There is a certain thrill that comes from witnessing a well-prepared ceremony, whether it is for the first time or many times later. Our ceremonies are too important to allow for mediocrity. The situation demands excellence.

STARTING A CHAPTER CEREMONY TEAM

To create a ceremony team in your chapter, find youth in your chapter who are interested in the ceremony process and hold a meeting. There, tryout for ceremony parts and assign parts. Make sure everyone has the ceremonies book for their chosen ceremony and begin memorizing. Your chapter adviser may appoint a ceremony adviser with permission. A youth leader and the adviser will work on promoting participation, scheduling practices, etc. Look for opportunities to present ceremonies—those with established teams are often called on to present lodge ceremonies. Promote Eagle and Arrow of Light ceremonies at district roundtables and through other lodge and district communications resources.

If you need help getting started, pair up with a chapter with a functioning ceremonies program. It would be helpful to recruit members of other chapters to help train your chapter's members.

THE CALLING-OUT

The saying that “first impressions are lasting impressions” rings very true. The calling-out ceremony, which is the public announcement ceremony of candidates, is the first impression that many Scouts, Scouters and parents have of the Order of the Arrow. For some, it will be their only OA experience, so we should strive to put our best foot forward. While call-out ceremonies are not mandatory, they are a key element in the induction sequence.

When conducting call-outs, many chapters strive to leave a lasting impression on the audience. They do so by having a well-trained team and by involving campfires, drums and American Indian dancing. For information about the callout ceremony and the induction process, read the *Guide to Inductions* at www.oa-bsa.org.

EXTENDED ELANGOMAT PROGRAM

In the traditional elangomat program, an elangomat's responsibility ends at the conclusion of the Ordeal weekend. Many lodges have adopted the extended elangomat program as a membership retention tool. Through consistent personal contact, more new members may choose to become active in the Order. The extended elangomat program challenges elangomats to continue their work beyond the Ordeal. They guide new Arrowmen along the trail to Brotherhood.

What does an extended elangomat do following the Ordeal?

- Coaches new Arrowmen to learn:
 - the song of our Order
 - the admonition
 - the obligation
 - the handclasp
- Helps the new Arrowman to understand all that went on at the Ordeal.
- Informs his “friends” of lodge and chapter events.
- Encourages service to the unit.
- Serves as an example to his fellow Scouts.



What should lodges and chapters do to make this work?

- Incentivize the program. Lodges and chapters that offer recognition items for successful elangomats have better program results. Whether it is through special patches or lodge flap, t-shirts, or a trading post discount, lodges and chapters are encouraged to thank elangomats for their efforts.
- Provide support. Chapters should consider dedicating a youth and an adviser to serve as the elangomat coordinator and adviser. The coordinator would organize elangomat training, encourage elangomats to regularly contact new Arrowmen, work with the

lodge secretary to track clan conversion rates, recognize successful elangomats, and submit reports to the chapter chief, lodge elangomat chairman, and lodge chief.

BROTHERHOOD COMPLETION

The Brotherhood is an opportunity for members to evaluate their unit service since their Ordeal, to contemplate their future service to the lodge, to reaffirm their belief in the high purposes of the Order, and to complete the OA induction process. The hike and ceremony are intended as a source of inspiration, motivating its members to render even greater service to Scouting.

Brotherhood membership does not carry with it any degree of rank, status, or special privilege within the lodge. Social and service activities are not held for Brotherhood members apart from other members of the lodge.

Achieving Brotherhood membership is an important moment in an Arrowman's Scouting career. Chapters play a big role in helping their lodges achieve the required Brotherhood completion Journey to Excellence requirement. Here are some ideas your chapter should consider:

- Hold Brotherhood ceremonies multiple times per year.
- Begin a friendly competition with other chapters to achieve the highest Brotherhood completion rate.
- Have a phone-a-thon to encourage eligible Ordeal members to achieve Brotherhood.
- Utilize the extended elangomat program.
- Provide opportunities to seal the ties of Brotherhood in different parts of the council to be close to Ordeal members. Times and locations can be flexible (i.e. you don't have to be at a camp or stay for an entire weekend) to accommodate more members.

VIGIL HONOR

Procedures have been established by the national Order of the Arrow committee to maintain a consistent, high standard in the selection of Vigil Honor nominees across the nation. Lodges should observe these procedures in recommending candidates for the Vigil Honor and in carrying out the Vigil Honor induction. None of the Vigil selection and induction procedures may be delegated to chapters, other than to recommend candidates to the lodge nominating committee. These procedures are outlined in the national *Guide for Officers and Advisers* which can be downloaded from the national OA website, www.oa-bsa.org.

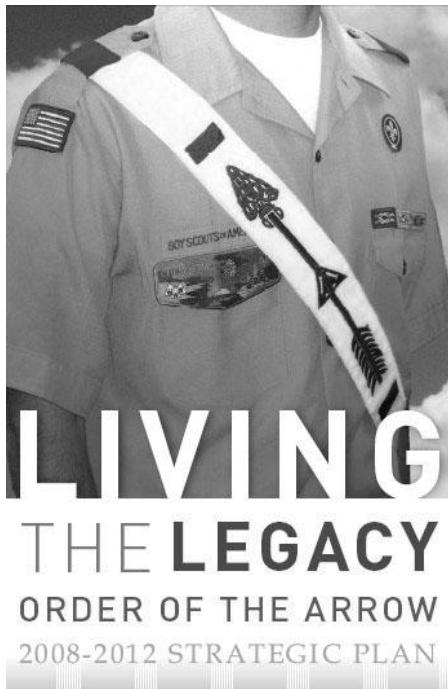
ELEMENTS OF GOOD PLANNING

A good plan defines the event or the activity you want to achieve.

- It says exactly what you want to do, or what you want to achieve.
- It breaks the goal down into little tasks, as little as possible so that the plan is not bogged down in complicated tasks that are difficult to achieve.
- It defines when you want to complete each task and the overall goal, and it has milestones along the way that provide you a measure of how well you are doing.
- It specifies those who have responsibility for action, and what that action is, and when that action is to be done.
- It specifies what resources or people are needed, and how those resources will be provided.
- It defines the potential problems, and how you intend to overcome those problems.
- It is constantly reviewed by the group of people who have tasks to perform in it. In this way problems or barriers can be identified and resolved before they impact the completion of the goal.

Finally, document your goals well and communicate those goals by letter to your chapter membership, announce them at your district roundtable, and review them constantly with your chapter leaders.

GOAL SETTING



The Order exists to fulfill its purpose. We have an obligation to fulfill this purpose which we accomplish through our membership at the unit level first. It stands to reason that we should try to have members in every unit, so the most important thing we do is conduct unit elections. The first goal that every chapter should have is to contact every unit in their district and arrange to conduct a unit election.

This will be accomplished by the chapter developing unit election teams, obtaining a list of units from the district executive, and calling every unit to offer that the teams come to their unit meeting and conduct elections. While we are there we also take the opportunity to promote camping, and to promote attendance at one of the council's summer camps.

Having Scouts elected into our Order is very important to our success, but every youth elected does not go through

their Ordeal. Therefore, a chapter's second most important goal should be to induct those candidates into the Order of the Arrow.

This goal can be accomplished by appointing an Ordeal committee that has as part of its responsibility to contact elected Scouts and motivate them to take their Ordeal at one of the scheduled Ordeals. A list of the newly elected Scouts is kept by the lodge elections chairman, and that list can be updated and distributed regularly.

When Scouts are elected, provided the election results are announced immediately, the election team should meet privately with the newly elected candidates. During this meeting, the elected Scouts should receive documents containing details of the upcoming Ordeal. Candidates should also be informed that they only have one year to go through the Ordeal, otherwise they will have to be reelected. If units choose to announce election results at a later date, the unit leader should be given copies of the Ordeal details.

After taking their Ordeal, new members of the Order often do not complete their induction by taking their Brotherhood. This decreases our chances of performing our unit obligation; therefore a chapter's third goal should be to convert the new members to Brotherhood.

Developing the extended elangomat program in the chapter will help assure that this goal is met. If the chapter has elangomats to participate in the Ordeals, every new member in the chapter will be contacted several times after their Ordeal to see if he has continued to serve his unit, and will be motivated to complete his Brotherhood. With this program everyone wins. The unit program is helped, and the new member is kept informed and motivated. The elangomat completes a quality and much needed service to the Order, and the chapter grows in strength. Chapter advisers and chiefs should certainly put a lot of effort into making the extended elangomat program work!

The goals that have been presented so far are critical to the success of the chapter and the lodge. These are not difficult goals to accomplish, but they will require dedication and effort. Below is a complete list of several needs that are very important to the success and health of the lodge and chapter. Look these over carefully and consider incorporating them into your plan:

Youth chapter annual goal topics

- Contact every unit in the district and arrange to conduct a unit election and camping promotion.
- Induct those candidates elected into the Order of the Arrow.
- Convert the new members to Brotherhood.
- Provide extended elangomat program.
- Grow chapter membership.
- Encourage chapter officers and committee chairmen to be properly trained by attending an annual lodge training event.

- Provide quality program at chapter meetings and activities.
- Participate in community, unit, district, chapter, and lodge service projects.
- Communicate and promote using the OA troop/team representatives.
- Participate in lodge, section, regional, and national programs.

Chapter adviser goal topics

- Empower youth to run the chapter.
- Ensure chapter communications come from youth, not adults.
- Prepare youth to ensure meetings are led and run by youth.
- Recruit additional adult support to help youth achieve their goals.
- Meet regularly with the youth chapter leaders and district executive to assess and guide chapter program.
- Keep lodge adviser updated on chapter meetings and activities.

When creating chapter goals, the chapter leaders might consider using the S.M.A.R.T. goal setting concept:

- S - Specific (Does the goal speak in generalities or does it address specifics?)
- M - Measurable (Can the goal's progress and completion be measured?)
- A - Attainable (Is the completion of the goal within the chapter's scope and control?)
- R - Relevant (Is the goal relevant to the chapter's mission and purpose?)
- T - Timely (Can the goal be completed in a timely manner?)

More detail on SMART goals is provided in the Appendix.

WHAT DOES IT TAKE TO HAVE A SUCCESSFUL CHAPTER

Whether you are in a lodge that has just decided to establish new chapters and embark on a new way of operating, or you are a member of a lodge that has been using the chapter system since "the dim ages," there are clear things that you can see in a chapter that is successful. Getting and keeping a chapter on the right track to fulfilling the mission of the lodge is not that difficult. Sometimes it takes a bit of effort, regrouping and reorganizing. This is really not a difficult task though, as long as you do the right and proven things, and do them one step at a time.

The most successful chapters:

- Host an annual planning meeting to set the calendar and develop the chapter's planbook and goals.
- Actively engage OA troop/team representatives to assist with unit elections, camping promotion, inductions and communication.
- Utilize multiple forms of communication, including email, U.S. mail, websites, phone calls and social media.
- Support their units and district by conducting Arrow of Light and/or Eagle ceremonies.
- Regularly hold chapter activities, such as bowling, outdoor adventures (e.g., canoeing) and movie nights to engage their members.

- Coordinate the extended elangomat program to increase retention and improve Brotherhood completion.

ANNUAL PLANNING PROCESS

An important aspect of a successful organization is to know what you will be doing one year in advance. This allows you to promote activities all year long, and allows Arrowmen to make special arrangements to attend the events they see scheduled. Here are some tips and suggestions for your annual planning process:

- Distribute interest surveys to determine what your chapter would like to do.
- Meet as a chapter Key 3 and evaluate surveys, and note what was mentioned most often.
- Evaluate the council, district, and lodge calendars and look at conflicts and activities.
- Meet with your chapter leaders and place activities on the calendar to meet your own needs. (You may need several months of ceremony practice to get ready for an Ordeal, but don't forget to have some fun!)

In developing the calendar, make an effort to eliminate conflicts in scheduling. Take into account district and council activities, and avoid significant national, state, local or religious holidays and important community or school events.

DEVELOPING TRADITIONS

Come up with annual events that members look forward to planning and attending. Here are some ideas:

- Chapter movie night. Provide a variety of movies. Bring plenty of movie food. Have board games for those who don't want to watch the movie.
- American Indian olympics. A night of American Indian games, food and fellowship. Have dessert ready or a dessert potluck after the competition.
- Chapter BBQ. Have fun activities, outdoor games, board games, some craft projects, etc. while they wait for food, and while they eat.
- Chapter craft night. Time for smaller American Indian crafts or a large project. Bring additional activities for those lacking craft interest.
- Costuming weekend. Dedicate weekend to costume building. Plan an evening event, such as a pow wow, where participants can show off work.
- Chapter outdoor trips. Take chapter members canoeing, hiking, swimming, etc.
- Chapter party weekend. This would be a weekend where you throw in a little bit of everything. Have sports events, crafts, costuming, movies and food.

THE MOST IMPORTANT INGREDIENT – FUN!

Youth members today are a very busy and active group; if a meeting is not exciting and providing good value to them, they will spend time elsewhere. Use your chapter officer meetings to brainstorm fun ideas Arrowmen would enjoy. Do a sports activity, play a board game, watch a movie, do something that they will want to come to and will make them want to come back.

When you begin to experience success in your chapter, you will find a much easier time getting people to attend and participate in activities. The first few months will be hard while you establish your plan, but watch what happens as you begin to see success—it will only get better from there.

SELF-ASSESSMENT

A great tool for a chapter to use when analyzing how well they are achieving their goals is to conduct a self-assessment of the chapter. The self-assessment can be built off of the initial goal set by simply asking “How well did we do?” for each of the goals. Additionally, it would be beneficial for chapters to know how well they are being assessed by outside stakeholders such as the chapter membership, lodge Key 3, district committee, units, etc. This is sometimes referred to as a 360 degree assessment where you seek feedback from all parties with which the chapter interacts. The chapter can create a simple survey to send out and learn how their service is being perceived by others. Web-based services like SurveyMonkey® can make the process simple and fast.

CHAPTER JOURNEY TO EXCELLENCE

Chapters should participate in the chapter Journey to Excellence program designed to support a well rounded chapter program. Consideration for this program should be included in the planning process.

Tips and recommendations for working with the Journey to Excellence program are outlined in the national *Journey to Excellence Guide* which can be downloaded from the national OA website, www.oa-bsa.org.

CLOSING COMMENT

At one point in the pre-Ordeal ceremony, just before asking the candidates to test the bow, Allowat Sakima provides this instruction:

Allowat Sakima:

“As the chieftain I exhort you,
spend the day in arduous labor,
working gladly, not begrudging,
seek to serve, and thus be faithful
to the high ideals and purpose
of the Order of the Arrow.”

“Friends, the ones who chose you need you.
Who among you now is ready?
Who will go upon this journey?”

Allowat Sakima’s words are reprinted here because of their relevance to the work of chapter officers and chapter committee chairmen. You have been “called out” by the members of your chapter to lead and serve them. It is a considerable honor, one that you dare not take lightly.

No doubt you were selected for your position, because – as was the case when you were first elected as a candidate for membership in the Order by those in your unit – the members of the chapter see strong qualities in you as well. They see your devotion to the ideals of brotherhood, cheerfulness and service is heartfelt and true. They see strength in your character and leadership that they can admire.

They trust you. So they chose you to lead them.

Your brothers are expecting more of you now. When you stepped forward to become a member of the Order on the night of your Ordeal, it obligated you to a life of cheerful service.

Allowat Sakima:

“Membership in our Order is given, not only for what you have done, but for what you are expected to do in the future, for your journey is just beginning.”

Your leadership position in the chapter is the next step on your journey as an Arrowman. More than likely, it will not be your last. The Scouts in your unit need you. Your lodge and council need you. Your community and nation need you.

Hopefully this guide has helped to prepare you for your new role.

Allowat Sakima:

“He alone is worthy to wear the arrow who will continue to serve his fellow man.”

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Appendix 1

SAMPLE UNIT LEADER TROOP/TEAM REPRESENTATIVE LETTER

Dear Unit Leader,

[Insert Lodge Name], which is the [Insert Council Name]'s Order of the Arrow (OA) Lodge would like to encourage your unit to participate in the OA troop/team representative program. Our hope is for every unit in our council to appoint an OA representative, as it will serve to strengthen the relationship between units and the lodge. Enclosed is information which will help you get this program started or be useful to your OA representative if your unit has already appointed one. Enclosed you will find [insert resource topic].

The Order of the Arrow troop/team representative is an official rank advancement leadership position in the Boy Scouts. The OA representative acts as a liaison between the unit and the lodge. He informs the unit about upcoming OA lodge and chapter meetings and activities, training opportunities, and service projects.

Units that support the OA troop/team representative program have reported many benefits. The program increases membership retention by creating leadership opportunities in the troop for youth and adults. The OA representative assists units in more easily coordinating camping promotions and OA unit elections. The knowledge from the representative's interactions with Scouts from other units proves invaluable to his troop.

As with all programs in the Order of the Arrow, a youth works with an adviser. In addition to appointing a junior leader to serve as the OA representative, you are asked to appoint an adult to serve as his adviser. The adviser should be at least 21 years of age. Enclosed is the OA Representative Report Form. Please return the completed form as soon as possible. This form provides us with the necessary information to keep your representative and adviser informed of Order of the Arrow activities.

Soon, [Insert Lodge Name] will be having a training session on the Order of the Arrow troop/team representative program for all interested persons. Upon receipt of your information, we will notify your representative and adviser on when this opportunity will take place. We hope they plan to attend this event, as it will further their understanding of their responsibilities.

If we can help you in any way, please let us know.

Sincerely,

(Insert Name)

Troop/Team Representative Chairman

(Insert Name)

Chapter Chief

Appendix 2 ANNUAL CALENDAR

January priorities

- Promote the Lodge Leadership Development and lodge banquet.
- Conduct an annual leadership planning session. Develop your goals and your annual plan.
- Review the chapter requirements for Journey to Excellence and initiate a plan to qualify.
- Train election teams. Use instructions provided by the lodge.
- Contact your district chairman and/or roundtable commissioner and request an opportunity to provide an OA presentation at a roundtable meeting. Present requirements for elections of youth and adults to our Order.
- Initiate contact with units and make appointments to conduct member visits – elections and camping promotions.
- Contact all Scoutmasters to update the OA troop/team representative roster and to schedule unit visits.
- Begin preparations to participate in your district camporee.
- Appoint a chapter reporter. Send a report on activities conducted last month and activities planned for the next three months.

February priorities

- Conduct unit visits.
- Promote the spring Ordeal and section conclave.
- Recruit ceremony team members and conduct a team practice.
- Finalize preparations to participate in your district camporee.
- Contact all of your chapter members who took their Ordeals last year to motivate them to come to chapter meetings and to strive for their Brotherhood.
- Send a report on activities conducted last month and activities planned for the next three months.

March priorities

- Review your chapter's yearly goals. Are you on track to complete them?
- Start recruiting elangomats for the spring Ordeal.
- Conduct unit visits.
- Participate in your district camporee.
- Promote the spring Ordeal and section conclave.
- Contact elected candidates to encourage them to attend the Ordeal.
- Send a report on activities conducted last month and activities planned for the next three months.

April priorities

- Finalize unit elections and unit visits.
- Promote the spring Ordeal, section conclave, fun day and One Day of Service.
- Submit names of elangomats to the Ordealmaster.
- Send last-minute reminders to elected candidates.

- Send a report on activities conducted last month and activities planned for the next three months.

May priorities

- Review your chapter's yearly goals. Are you on track to complete them?
- Promote fun day and One Day of Service.
- Send a report on activities conducted last month and activities planned for the next three months.

June priorities

- Promote fun day and One Day of Service.
- Send a report on activities conducted last month and activities planned for the next three months.

July priorities

- Finalize fun day promotion and continue promoting One Day of Service.
- Begin scheduling unit visits for the fall.
- Review your chapter's yearly goals. Are you on track to complete them?
- Send a report on activities conducted last month and activities planned for the next three months.

August priorities

- Finalize One Day of Service promotion and begin promoting service corps-fall encampment, fall Ordeal and fall fellowship.
- Begin unit visits – summer camping promotion and unit elections.
- Send a report on activities conducted last month and activities planned for the next three months.

September priorities

- Review your chapter's yearly goals. Are you on track to complete them?
- Continue unit visits.
- Promote service corps-fall encampment, fall Ordeal and fall fellowship.
- Start recruiting elangomats for the fall Ordeal.
- Send a report on activities conducted last month and activities planned for the next three months.

October priorities

- Finalize service corps-fall encampment and fall Ordeal promotion, continue promoting fall fellowship.
- Submit names of elangomats to Ordealmaster.
- Finalize unit elections and unit visits.
- Send a report on activities conducted last month and activities planned for the next three months.

November priorities

- Finalize fall fellowship promotion and begin promoting lodge banquet and Lodge Leadership Development.
- Review your chapter's yearly goals. Are you on track to complete them?
- Send a report on activities conducted last month and activities planned for the next three months.

December priorities

- Review your chapter's yearly goals. Are you on track to complete them?
- Elect new chapter chief and appoint other new chapter officers.
- Promote lodge banquet and Lodge Leadership Development.
- Send a report on the chapter's accomplishments this year to the chapter staff adviser and lodge Key 3.
- Send a report on activities conducted last month and activities planned for the next three months.

Appendix 3 FUNDRAISING QUESTIONS

If your answer is “Yes” to all the questions that follow, it is likely the project conforms to Scouting’s standards and will be approved.

Do you really need a fundraising project?

- There should be a real need for raising money based on your chapter’s program. Chapters should not engage in money-earning projects merely because someone has offered an attractive plan. Remember that individual youth members are expected to earn their own way. The need should be beyond normal budget items.

If any contracts are to be signed, will they be signed by an individual, without reference to the Boy Scouts of America and without binding the local council, the Boy Scouts of America, or the chartered organization?

- Before any person in your unit or chapter signs a contract, he must make sure the venture is legitimate and worthy. If a contract is signed, he is personally responsible. He may not sign on behalf of the local council or the Boy Scouts of America, nor may he bind the chartered organization without its written authorization. If you are not sure, check with your district executive for help.

Will your fundraiser prevent promoters from trading on the name and goodwill of the Boy Scouts of America?

- Because of Scouting’s good reputation, customers rarely question the quality or price of a product. The nationwide network of Scouting units must not become a beehive of commercial interest.

Will the fundraising activity uphold the good name of the BSA? Does it avoid games of chance, gambling, etc.?

- Selling raffle tickets or other games of chance is a direct violation of the BSA Rules and Regulations which forbid gambling. The product must not detract from the ideals and principles of the BSA.

If a commercial product is to be sold, will it be sold on its own merits and without reference to the needs of Scouting?

- All commercial products must sell on their own merits, not the benefit received by the Boy Scouts. The principle of value received is critical in choosing what to sell.

If a commercial product is to be sold, will the fundraising activity comply with BSA policy on wearing the uniform?

- The official uniform is intended to be worn primarily for use in connection with Scouting activities. However, council executive boards may approve use of the uniform for any fundraising activity. Typically, council popcorn sales or Scout show ticket sales are approved uniformed fundraisers.

Will the fundraising project avoid soliciting money or gifts?

- The BSA Rules and Regulations state, “Youth members shall not be permitted to serve as solicitors of money for their chartered organizations, for the local council, or in support of other organizations. Adult and youth members shall not be permitted to serve as

solicitors of money in support of personal or unit participation in local, national, or international events.”

For example: Boy Scouts/Cub Scouts and leaders should not identify themselves as Boy Scouts/Cub Scouts or as a troop/pack participate in The Salvation Army’s Christmas Bell Ringing program. This would be raising money for another organization. At no time are units permitted to solicit contributions for unit programs.

Does the fundraising activity avoid competition with other units, your chartered organization, your local council, and the United Way?

- Check with your lodge Key 3 and your district executive to make certain that your lodge Key 3 and the council agree on the dates and type of fundraiser.

TWENTY TIPS TO HELP ANYONE GET ALONG WITH ALMOST ANYBODY

Every major religion has some form of the Golden Rule. You know what it is: the one that tells us we should treat other people the way we would like to be treated. This rule is the key: the secret to getting along with your adviser if you are a young Arrowman in a leadership position in your chapter (or vice versa, if you are an adviser working with a youth leader in the chapter). Try these tips for yourself. All twenty are based on the Golden Rule.

1. Listen. Active listening is the most important thing anyone can do to get along with others. This means paying attention to the person speaking, and giving proper responses. Pay attention to and remember names of the people you talk to and one or two details about the conversations you have. Don't turn the conversation to yourself until you have talked about the other person's interests.
2. Welcome everyone. Every person has had unique experiences that have helped shape who they are. Every culture shares similarities and differences. When meeting someone who seems different, keep an open mind. You probably aren't as different as you think, and neither is the other person. Accept everyone. This makes life more interesting and allows us to learn from one another.
3. Think first, then speak. Think before speaking or acting. Will you hurt someone with your words? Are you reacting out of hurt, fear, or anger? If nothing good will come of your words or actions, stop before saying them out loud.
4. Seek out the loners and the shy. Remember that other people are often as shy, nervous, and insecure as you are. Some may be more so. If you see someone who is standing apart from the crowd or looks lost or out of place, approach him. Introduce yourself and ask his name and a friendly, open-ended question to start a conversation.
5. Be polite. Some people think being polite is old fashioned. Don't believe it. Practicing good manners is just one way of letting people know you care about them. Simple courtesies like "Please" and "Thank you" never go out of style.
6. Be consistent. Be someone others can count on. Keep your promises. To behave with integrity means avoiding hypocrisy and conducting yourself in such a way that you can be proud. Reneging on your word, even just once, will cause people to doubt what you say in the future.
7. Take time for yourself. Everyone needs time to recharge their batteries. Learn to recognize when you need to get away from people, and take time to do so. Whether you curl up with a book, take a nap, or go on a solitary jog, make sure you have some personal time and space for yourself as often as you need it. Realize that other people need this time for themselves as well.
8. Be yourself. Recognize and accept your limitations. This is not a free pass to bad behavior. Crudeness, insults, put-downs and selfishness are not limitations – they are choices. If you choose them, be prepared for the consequences, one of which is that some people will not like you.
9. Empathize. Trying to put yourself into another person's place, or "walking a mile in their moccasins," is a form of empathy and caring. Seeing yourself in another person's life is a

great way to show empathy. Imagine how you would feel in a situation similar to one someone else is describing. Of course, you can't know precisely how another person feels, but empathy can get you close.

10. Agree to disagree. Recognize that there will be times that you will not agree with another person's views and opinions. Recognize, too, that disliking a person's opinion is different from disliking that person. Accept that his or her view is not yours, and move on. The world would be a boring place if we all shared the same views and opinions about everything. Diversity is common in nature and generally is a positive and good thing.
11. Figure out who bothers you and why. If someone bothers you, figure out what it is about that person that you don't like. If it is something he or she can't change (skin color, ability, gender, etc.), figure out a way to overcome your attitude. If it is something that he or she can change, but chooses not to, decide if you can overcome what bothers you. If you decide you cannot, minimize your interactions with that person. Interactions with people who feed your negative energy are harmful. These interactions, and your negative responses to them, make it more difficult for you to have positive energy in your next interaction with anyone.
12. Respect yourself and others. Without exception, give everyone respect. Treat each person as the human being they are. This includes yourself. If you have no respect for yourself, you have no respect to give to others. Respecting someone does not mean you have to respect all of that person's choices or actions. Every person, including you, is human and subject to make mistakes.
13. No one is more important than anyone else. This seems to be a hard concept for many people. We've all known someone who thought they were the most important person in the room, and we've all known someone who thought someone else (often a celebrity) was more important than anyone else in the room. The truth is, no one is more important than anyone else. Each person is unique and has something to contribute. Don't get carried away with your sense of importance or with the perceived importance of anyone else. This does not mean that some people are not more important in your life than others, only that, as people, no one is intrinsically more important than anyone else.
14. Take an interest in other people. Ask people questions. Find out how they are doing. Find out what they are doing. Find out where their interests lie. After asking questions, encourage people to expand on their answers. In future conversations, follow up on what you've learned from them and refer back to previous discussions.
15. Don't gossip. Don't listen to gossip about other people. Don't gossip about other people. Don't worry about what is being said about you – let your actions speak for themselves.
16. Accept feedback as a gift. Listen to and think about feedback and criticism that is given to you. Even in the rare circumstance when feedback is given with the intention of hurting, it is worth considering. Is there truth in what was said? Is it something you can change? Is it something you want to change? Look at feedback as a gift and an opportunity to grow and to learn more.

17. Don't take things personally. Often when someone makes a hurtful comment or stares at you condescendingly, or has simply ignored you, it has nothing to do with you. The person may have other things on his or her mind and not be aware of how he or she is coming across to others. Give each person a second chance.
18. Be supportive. Whenever possible, offer encouragement, support, kindness and praise to others. Praise people publicly and in person, especially to the people who are important to them. Give credit to others whenever it is due. If someone asks for your help, give it to him or her, steer him or her toward someone more appropriate, or explain why you cannot help. If someone seems to be struggling, ask if that person wants help. Accept that help may not be wanted. Even when you know that the person is making a mistake, if that person does not want help, don't press it. Mistakes are inevitable in life.
19. Be positive. In thought and conversation, focus on positive things. Rather than focusing on the things that bring you down, focus on things that make you feel good and lift your spirits. Cheerfulness is contagious.
20. Smile. A smile is welcoming to others. You become more approachable when you smile. If you aren't in a good mood, or aren't ready to interact, simply wearing a smile can make it so you are. As the old Louis Armstrong song says, "When you're smilin', keep on smilin', the whole world smiles with you."

Appendix 5 SMART GOALS

Any goals that are made throughout the year will generate better results if they are SMART goals. SMART stands for Specific, Measurable, Attainable, Realistic, Timely.

- Specific – A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six “W” questions:
 - Who: Who is involved?
 - What: What do I want to accomplish?
 - Where: Identify a location.
 - When: Establish a timeframe.
 - Which: Identify requirements and constraints.
 - Why: Specify reasons, purpose or benefits of accomplishing the goal.
- Measurable – Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal. To determine if your goal is measurable, ask questions such as: How much? How many? How will I know when it is accomplished?
- Attainable – When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals. You can attain most any goal you set when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.
- Relevant – To be relevant, a goal must represent an objective toward which you are both willing and able to work. Often a good guiding question to determining if the goal is relevant is my asking how it serves our main mission. How many people will this affect or how large will the impact be? Goals should serve your core mission of your organization.
- Timely – A goal should be grounded within a timeframe. With no timeframe tied to it there’s no sense of urgency. If you want to improve membership by 5%, by when? “Someday” won’t work. But if you anchor it within a timeframe, “by May 1st”, then you’ve set your unconscious mind into motion to begin working on the goal.

Your goal is probably realistic if you truly *believe* that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

Appendix 6

TIPS FOR RUNNING UNIT ELECTIONS

Unit elections are a critical part of the organization to gain new members. This is also an excellent opportunity for the chapter to show its skills and spread the great things it can do for the units. All elections can become successful if they are planned early and are presented with the idea that this is the one direct time when the OA chapter has a chance to address individual units about the program and summer camp. Making sure that all Scouts and adults in the unit are fully informed of the nature of the election will help alleviate problems and allow the meeting to run smoother. Ultimately any unit election team would be able to step in to deliver a perfect representation of the OA chapter to the unit.

Below is a checklist that might be helpful to send to the unit election teams to consult before and during elections.

- Call the Scoutmaster to determine an election date, and get the troop's meeting address and key cell phone numbers.
- Call the Scoutmaster a couple days before the election to confirm the date. Ask the Scoutmaster to have a list ready of those eligible for election.
- Arrive early in full field uniform and sash.
- Give the lodge calendar to the Scoutmaster. Get the list of eligible Scouts from the Scoutmaster, and prepare ballots.
- Present the Order of the Arrow to the unit. Show video if available.
- Discuss a bit about summer camp at the council's local camp. Show video if available.
- Tell the troop how the election will proceed, answering any questions.

Refresh yourself on the membership requirements:

- Be a registered member of the Boy Scouts of America
- After registration with a troop or team, have experienced 15 days and nights of Boy Scout camping during the two year period prior to election. The 15 days and nights must include one, but no more than one, long-term camp consisting of six consecutive days and five nights of resident camping, approved and under the auspices and standards of the BSA. The balance of camping must be overnight, weekend, or other short-term camps.
- Youth must be under the age of 21, hold the BSA First Class rank or higher, and following approval by the Scoutmaster or Varsity Coach, be elected by the youth members of their troop or team. Adults may be selected following nomination to the lodge adult selection committee.

New Scouts may be uncomfortable voting. It is important to note that they are still allowed to vote no matter what the Scoutmaster says. Suggest to the new Scouts that they may choose not to turn in a ballot as this will not affect the results. Fill in report completely. It is really important to get all information required. Get the Scoutmaster to sign the unit election form. Talk to committee chair about adult recommendations. This is important to get them to fill out the adult portion. You sign it. Return the form to the appropriate person in the chapter/lodge. If you have questions have chapter adviser/ elections chairman numbers listed.

Appendix 7
CHAPTER SELF-ASSESSMENT

Chapter: _____

Chapter Officers		Trained	
Chapter Chief:	_____	Yes	No
Vice Chief:	_____	Yes	No
Secretary:	_____	Yes	No
Elections:	_____	Yes	No
Ceremonies:	_____	Yes	No

Chapter Adult Advisers			
Chapter Adviser:	_____	Yes	No
Vice Chief:	_____	Yes	No
Secretary:	_____	Yes	No
Elections:	_____	Yes	No
Ceremonies:	_____	Yes	No

Chapter Meetings

 Time: _____

 Location: _____

 Typical Attendance: _____

Current Membership: _____ Total Inducted Last Year: _____

Brotherhood Conversion %: _____ Brotherhood Last Year: _____

Chapter Activities (list activities outside of the chapter meeting that your chapter is involved in, and roughly how many Arrowmen from the chapter are typically involved):

Chapter Activity	When	Typical # Involved
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Does the chapter have active ceremony teams? What type and how many different ceremonies do you perform? Drumming? Dance? Crossover? Arrow of Light?

How many Arrowmen from the chapter serve as elangomats?

How many Arrowmen from the chapter typically attend lodge events?

How many Arrowmen from the chapter typically attend conclave?

How well does the OA troop/team representative program work in your chapter?

What is working well in the chapter? List your top three strengths.

What areas would you like to improve in the next year?

How well are you serving your chapter's four main customers (i.e., members, units, unit leaders, district)?

Appendix 8
CHAPTER MEETING PLANNER

<INSERT MEETING DATE>

ACTIVITY	DESCRIPTION	RUN BY	TIME
Preopening _____ minutes	Games or activities	Chapter Vice Chiefs	
Opening Ceremony _____ minutes	OA Obligation	Chapter Chief	
Chapter Business _____ minutes	Recent chapter accomplishments Upcoming events Focus for chapter meeting Milestones to complete by next chapter meeting	Chapter Chief	
ACTIVITY	DESCRIPTION	RUN BY	TIME
Planning Breakouts _____ minutes	Program Administration Communications Service	Chapter Vice Chiefs	
Chapter Activity	Guest speaker	Chapter	

_____ minutes	Fun activity	Vice Chiefs	
Closing _____ minutes	Chapter adviser's minute OA song	Chapter Adviser/ Chapter Chief	
After the Meeting	Chapter Key 3 meeting	Chapter Chief	

Total Meeting Time: _____ minutes

