

SCOUTS-L

ADULT LEADERS

& PARENTS

SEE ALSO - UNIT PROBLEMS

Date: Sun, 25 Sep 1994 18:37:48 CST
From: "Settummanque, the blackeagle" <waltoml@WKUVX1.WKU.EDU>
Subject: Re: turning it over to the boys

"Russell L. Ray" <rray@POCI.AMIS.COM> writes:

>I feel that it was the right thing to do. I'm not sure about the method.
>So, I was wondering what others opinions are. Does anyone else have
another
>method to accomplish the same thing? Suggestions on how to keep it in
the
>scouts hands?

You have a good start, Ray. These are things that I've done to keep
it that way:

- * insist that the Senior Patrol Leader is the person "in charge".
Every time I get a comment from a parent or someone outside of
Scouting talking about my Troop, I turn it around and say "it's NOT MY
Troop...it's Vale's Troop". When they ask "Who's Vale?", I simply
explain that he's the Senior Patrol Leader and he's in charge.
When agencies call me up asking for Scouts to help with a project, I
give them Vale's number and explain to them that "He's the one that
you need to talk with and convince...I just open and lock the doors
for them".

- * it's not enough to SAY that, you have to consciously ENFORCE that
policy in ALL areas (except safety and now youth protection). When a
Scout comes up to you and ask you to "sign here" or to get permission
to do something from a operational end, simply respond, "I don't know
if I should answer this. Have you asked your Patrol Leader? Have
you asked the Senior Patrol Leader? Only sign those things that you
have to as Scoutmaster. Even then, make an additional line and have
your Senior Patrol Leader to sign it too. This reinforces the idea
that he's responsible for the Troop's program.

- * have regular Patrol Leaders' Council meetings as part of the
Troop's calendar. Have them to plan where they hold them, too. I
didn't follow this, but I've had a fellow Scoutmaster give me this
advise in view of today's youth protection policies: Don't get so
wrapped up with holding a meeting at your home or at the Scout hut.
Have it wherever the members feel more conforable. This could be at
a resturant, or at a church or school, or wherever everyone can get

together and talk. If you insist on having it at your home, you could be in some trouble YPP-wise as well as not having everyone there because **some kids** just don't feel comfortable about being at some adults' (even if the adult is the Scoutmaster!) home. (I had my meetings at my home before the current YPP policies, and David was right; at the most, I'd always have one or two PLC members that wouldn't come to my home but called the SPL later on to find out what happened...I never could get why they wouldn't come over out from them, but it makes sense now...perhaps they didn't want to change diapers or interrupt "family time" at my home).

*** serve as a ADVISOR.** After all, that's the true purpose of the Scoutmaster. You are the trainer, the coach, the advisor to the Troop and in particular, the Troop's senior leadership. If they see you trying to "grab power back", they will quickly "take their hands off of the leadership reins" and give them back to you and your assistants....and they WON'T try to serve as "leaders" again! (I call this the "indian giver" Scoutmaster).

*** LET THEM FAIL.** Don't be so concerned about those picture-perfect meetings that you see in those videotapes and read about in _Scouting_. Remember that **each and every Troop is unique** and while there's a strand of uniformity in the Scouting ideals that runs through each and every one, it is this uniqueness which makes a GOOD program or a POOR program. So, let them fall flat on their faces. Don't try to "rescue them" too much...if they see that their success or failure depends on THEIR preparation and THEIR execution, then they will try to be ready and will try to do a better job the NEXT time around. As Advisor, you need to be there when they ask "what did we do wrong?" and "what can we do to be better at this?", but DON'T plan their program. Don't even say "I'll do the first one, and you can do the next ones after that..."....you need to have THEM to plan ALL of the programs, so that they can realize the differences between things that "clicked" for them and things that "flopped".

*** Support them.** Give constant encouragement to your youth leaders and support their efforts to "try their wings". At the same time, be aware of issues of safety and youth protection (bullying, for instance). To bring those issues home, you might want to pair up with another Troop for a joint meeting some time and let them see how another Troop handles some of those "problem areas" in leading young boys. Conduct the Troop Operations Workshop with them to give them a idea as to what is expected of them as Troop or Patrol leaders. Give

them the tools in which to do their jobs and have the adults ready to support them as they do their jobs.

* Get yourself one of those small digital timers, a large coffee/teapot, a large mug, and a nice set of chairs and place them in a room away from the main meeting room. Set the timer for twenty-four minutes (two times 12) after the opening ceremony. (this time will change each week as it will take them time to get ready each week...don't set it at a certain time each week...and don't let the Scouts know you have the timer.) Only go out to the meeting hall when the timer goes off, when a visitor comes to your meeting, or in case of a "real conflict". Stay long enough for you to get a feel that everything's okay. All of the other time, you need to find that room and stay there. Go there and talk with your Assistants. Drink plenty of coffee or tea or hot chocolate. Talk about family and friends with the other Scouters. When the issue of "I wonder how they're doing in there" comes up, merely explain to those there that you've placed confidence in the youth of your Troop and if something serious happens, someone will be around to tell you about it. Fight off the urge to go out everytime someone makes something falls and you hear a "crash". Most of the times, its NOT because something valuable has broken...its because the Scouts are trying to see what will cause you to come out and "take control" from your youth leaders. You need to also let the Senior Patrol Leader and his assistant know that "Unless you guys are burning down the meeting place, you don't need my permission to carry out the program. If you want me there, you need to tell me. If you want me to do the program, let me know in advance like you would anyone else." When they ask "what are you doing in there?", tell them the truth: "I'm doing what Scoutmasters are supposed to do: sit, observe from a distance, making sure that you guys don't burn down the building or kill each other, and drink (insert favorite non-alcoholic beverage here)."

It WON'T be easy. Believe me. But it will force your Scouts to respect the new authority you've placed in your youth leaders and it will allow you to do some things that you've seen other Scoutmasters do (like more indepth Scoutmaster conferences or skill teachings) because you are no longer "the man in charge".

You will also see your Troop increase in membership because you are living what the Scouting ideals say should be going on...a lot of action, led by youth, and not perfect. That's what kids love...they get perfection from school, church and their parents. They WANT TO BE

CHALLENGED...give them that chance to do so.

Now that you've decided to do things "the Scouting way", don't waffle and go back to "running it your way". Let it happen...let it succeed or fail on THEIR efforts. Train them and coach them and advise them and set the positive example in your dress and your conduct. But DON'T LEAD them...that's the job of the youth THEY'VE elected to lead them. Let us all know how it's working....

Date: Wed, 28 Sep 1994 05:36:31 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Immature Leadership

Rex,

In your posting re: More Troop 98 woes, you described adult leaders who were distracted by family members other than Scouts, who played pranks on

Scouts, and who ignored Scouts on an activity. In my opinion each of these can present serious problems.

1. While Scouting is a family oriented organization, that does not mean that all family members are members of Scouting and entitled to participate in its activities. There is a time and place for family camping; e.g. Webelos family campouts and Council organized family camping opportunities. Some Troops may even decide to have a single annual activity where each family is invited to to a campout. The rub comes when a leader decides that a Scouting activity is a family activity. What happens when the Scout leader is tending to family matters and a Scout is injured due to the absence of adult supervision? What happens when a Scout is injured by a non-Scout family member (example: Wayward Wanda plays in the fire, gets a branch on fire and sticks it Sammy Scout's face)? The Scout leader may suddenly find a host of tort liability problems resulting from his negligence. Will he be protected by Troop and BSA insurance? I wouldn't bet on it. These insurance policies were not meant to protect against liability for the acts of a non-Scout related to the leader.

2. Part of the fun of Scouting is being with similarly aged youth with similar interests and involvement in age-challenging activities. For a youth of this age, it stops being fun when complicated by much younger children. They didn't join Scouting to become acquainted with the leader's family and its problems. Do this too frequently and you may find membership ebbing quickly. Scouting activities are for Scouts and a leader should be devoting full attention to his/her Scouts.

3. Pulling pranks may seem funny to the adult, but rarely is funny to a self-conscious adolescent. The Scout didn't join to become the butt of someone else's humor. It's awful hard for a Scout to take a Scoutmaster Conference seriously when the Scoutmaster is worse than disruptive and certainly not perceived by the Scout as any source of wisdom. If the

adult wants to go on outings to pull pranks, the adult needs to join some adult organization where this is part of the outfits accepted behavior. this behavior on the part of a leader reflects a lack of maturity and should be evaluated by the Troop Committee and/or Chartered Organization.

If the leader is not mature enough to give good leadership, that individual should be asked to step down or if serious enough should be told to leave.

4. Depending on the prank, the action may also be characterized as child abuse - mental, emotional and/or physical. If it is abuse, then under Youth Protection guidelines, the matter needs to be reported to the Scout Executive and its out of the Troop's hands. Most likely the leader's registration will be automatically suspended or revoked and he/she will be investigated by civil law enforcement authorities with the possibility of legal action.

5. Legal action may also come in the form of a tort lawsuit by a parent on behalf of a child for intentional infliction of emotional distress. This is a real cause of action recognized by the courts and a real possibility. Joint defendant's can include the Troop Committee and Chartering Organization, whose negligence allowed this tort to occur and/or who failed to take action to stop it.

6. Similarly there are Youth Protection issues involved in ignoring the Scouts on an activity. Abuse includes abandonment of minors in almost every jurisdiction.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .

_____ mfbowman@CAP.GWU.EDU _____

Date: Thu, 29 Sep 94 07:02:51 PDT
From: rexg@ims.com (Rex Goode)
To: mfbowman@cap.gwu.edu
Subject: Re: Immature Leadership

Michael,

Thanks for your well-thought-out response about immature leadership. With your permission, I would like to include it in a packet of information I pass on to our sponsoring organization.

Rex

Rex Goode -- I used to be a buffalo...

-
When you're slapped, you'll take it	Rex Goode
and like it. -- Sam Spade to Joel	Integrated Measurement Systems
Cairo (Bogart to Lorre)	Beaverton, Oregon (503) 626-7117
in The Maltese Falcon (1941)	rexg@ims.com

-

Date: Fri, 30 Sep 1994 00:41:56 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Immature Leadership
To: Rex Goode <rexg@ims.com>

On Thu, 29 Sep 1994, Rex Goode wrote:

> Michael,
>
> Thanks for your well-thought-out response about immature leadership.
> With your permission, I would like to include it in a packet of
> information I pass on to our sponsoring organization.
>
> Rex
>
>
> --
> Rex Goode -- I used to be a buffalo...
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|
> | Cairo (Bogart to Lorre) | Beaverton, Oregon (503) 626-7117 |
> | in The Maltese Falcon (1941) | rexg@ims.com |
> -----

Rex,

Please feel free to use the information in any way that will serve the
purposes of Scouting in a positive nature.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

Date: Sat, 5 Nov 1994 00:25:31 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: US New Webelos Leader

Lonnie Kennedy

Welcome to the list. Watch here for great ideas.

At home consider attending your district's Cub Scout Leaders' Roundtable, which will give you many great ideas on den meeting activities, planning and information on coming district and council activities. If not too late consider attending your Council's Cub Scout Pow Wow or University of Scouting, where there are usually courses on Webelos activities. And as soon as you can try to attend Cub Scout Leader Basic Training.

In the meantime, there are excellent fast-start videos available through your local training committee and probably through your Scout office.

Talk to past Webelos Den leaders, borrow their ideas.

Inventory the resources you have; e.g. the talents and hobbies of the parents and ask them to help on activity badges.

Plan a two year program that allows even advancement culminating in a cross-over to Boy Scouts early enough for the Webelos to sign up for summer camp and attend the spring camporee in your area.

Read anything you can get your hands on about Webelos Dens, especially the new Cub Scout Leader's Handbook and don't forget to get a "How-To Book".

At first you'll feel like you're drinking from a firehose, but it will all settle into place. Good luck! After all its only an hour a week! :))

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

Date: Sat, 5 Nov 1994 21:04:04 PST
From: Rick Clements <rickcl@POGO.WV.TEK.COM>
Subject: US New Webelos Leader

From: "Michael F. Bowman" <mfbowman@CAP.GWU.EDU>

[a lot of good suggestions deleted]

}Plan a two year program that allows even advancement culminating in a
}cross-over to Boy Scouts early enough for the Webelos to sign up for
summer
}camp and attend the spring camporee in your area.

Check to see what schedule your council has for Webelos crossing over. Our council is pushing Webelos to 1.5 years by pushing a Feb./March crossover. Last year was the first year for this, and we were caught by surprise. We had to rush our troop visits more than we wanted to. (We visited 4 troops.)

The idea in our council is to give the new boys a chance to become a patrol (not just assigned to a patrol but part of a patrol) before Camporee in June.

Also, it's not too early to start having some activities with some of the troops in the area.

Rick.Clements@tek.com Committee Member Troop 721 - Past Webelos
Leader Pack 225

Date: Thu, 10 Nov 1994 02:33:52 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: GEN: From the IN Box (families)

I have to agree with Tom Granvold that it is getting harder to get parent participation, not only in California, but in most urbanized areas, because of changes in work demands - longer hours, both spouses working, single-parent, etc. So far we've not done a bad job in getting parents to be leaders, but its getting harder to get them and retain them. This emphasizes the importance of adult recognition as part of retention strategy. I liked Steve Beluch's list of fun recognitions for parent helpers. Every leader commits enormous amounts of time to running a good program, whether its a single activity or continuing unit operation. A little recognition goes a long way.

Speaking only for myself in the Scouting Spirit, Michael F Bowman
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Date: Thu, 10 Nov 1994 12:47:52 PST
From: Rick Clements <rickcl@POGO.WV.TEK.COM>
Subject: GEN: From the IN Box (families)

From: "Michael F. Bowman" <mfbowman@CAP.GWU.EDU>

}I have to agree with Tom Granvold that it is getting harder to get parent
}participation, not only in California, but in most urbanized areas,

In our Cub Pack, I noticed parents volunteering was cyclic. I haven't
been a the troop long enough to see any patterns. The list below is
what I saw in our pack as of last year. It's broken down by age of the
boys. The volunteerism of the parents seemed to be relatively constant
over their son's years in the pack.

Second Year Webelos - Lots of volunteers, volunteered easily

First Year Webelos - Some volunteers, volunteered with encouragement

Bears - Few volunteers, lots of work to get them to volunteer

Wolves - Some volunteers, volunteered with encouragement

Tiger Cubs - Lots of volunteers, volunteered easily

Rick.Clements@tek.com
USA

Committee member, Troop 721, Reedville, OR

Date: Thu, 17 Nov 1994 23:01:08 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: BSA: boy run program (was Re: \$ and Scouting)
To: SCOUTS-L Youth Groups Discussion List <SCOUTS-L@TCUBVM.BITNET>

Charlotte,

You'll know you're doing your job when you are sitting back on a pioneering project easy chair you made yourself to keep your hands busy while the boys were busy learning leadership and when you're able to laugh to yourself when a Scout tells another to put some water on the fire (for KP later) and the newbie Scout does just that, pours water right on the fire. Chances are he won't ever do it again and no amount of lecturing would make the lesson sink in as well. No puns intended.:)

Speaking only for myself in the Scouting Spirit, Michael F Bowman
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Date: Sat, 19 Nov 1994 12:07:00 +0100
From: DAVID GILLHAM <david.gillham@almac.co.uk>
Organization: ALMAC : Grangemouth, Scotland : +44 (0)1324 665371
Subject: Re: Uniforms

Well done BSA. At least you know where you stand (or you do if you read the rules).

Whilst not wishing to deride U.K. Scouting I have certainly noticed that we do not have equivalent written guidelines here, with the result that alcohol can sometimes be found on scout camp sites. An example of this is a recent scout event, involving a Scout Camp site, where a reception was held for adult leaders and to which the highest 'ranking' commissioners from Scotland and the U.K. were attending. But to add insult to injury one poor scouter was 'told off' for having a discreet cigarette out of view of the scouts, because he was in uniform.

Surely the time is right for us all to discuss this issue in the light of modern thinking. I'm not saying that I either agree or disagree with drinking and/or smoking in uniform, but until we design a set of rules to which we can all subscribe there is bound to be a lot of bigotry on the subject. For example, I can think of two opposing views on alcohol:

1. It is never right to drink in uniform, we need to show the scouts that fun can be had without drink and drugs.
2. It is right to show our scouts that alcohol, responsibly and moderately consumed by adults does no harm.

As a further example, I am aware that my 16 year old son has started taking alcohol, but will not make a big issue of it. Several other parents plus my wife and I feel that by allowing them to experiment in a controlled environment less harm will come to our children in the long term than if we adopted a heavy handed 'thou shalt not' approach which would, in all likelihood, lead to secretive alcohol abuse.

Just a few thoughts, not intended to be critical as I am sure that the dilemma is faced worldwide. Thoughts on the subject welcome.

Date: Sat, 19 Nov 1994 02:25:05 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: BSA: boy run program (was Re: \$ and Scouting)

Charlotte,

Most of the Troops I've worked with have gravitated towards a separate mess for the adult leaders. It prevents you from being the victim of a bad cooking experience. :) After all you shouldn't be punished, you've hopefully already learned basic cooking skills. Second, it prevents leaders from the urge to over-guide a patrol. Third, it allows boy learning, including failure. Finally, the leaders in proper spirit can put on some demonstration cooking to lure the Scouts on to better heights (usually with enough left over to compensate a really bad disaster at a patrol site).

In younger days when I was a Camp Commissioner, every meal for eight weeks every summer for 8 summers was in a patrol site. It was the only time in my life that I lost weight. :) You bet I had a secret stash - life as I knew it depended on some extra goodies. :)

**Speaking only for myself in the Scouting Spirit, Michael F Bowman
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Date: Thu, 17 Nov 1994 14:53:06 -0300
From: "Brian J. Trim" <B_TRIM@BASS.STMARYS.CA>
Organization: Saint Mary's University
Subject: Parent volunteers

For idle interest, i'd like to tell a true count of a Leader here who was having trouble getting parents involved in the Troop....

This particular leader decided he had to get through to the parents somehow that their contributions of time and interest were needed to make Scouting tick for their boys. So he called a Parents meeting.

He held it in the Scout hall, around a table. He introduced himself, gave a bit of background etc, and explained why they were there.

Then he asked them all to put their wallets and purses on the table, and leave the room for 10 minutes. The parents were immediately suspicious, some saying they weren't going to leave their money with a man they'd only just met.

The leader in question then asked quietly: "Why not? You leave your child in my care every week for an entire evening, and camps every month for a weekend. And you won't even trust me with the money in your pocket?"

Oddly enough, he never again had problems with parental involvement, they were all a *little* embarrassed. :)

Service,

BJ Trim

Canadian Navy, and Proud of it.

Date: Sun, 20 Nov 1994 00:08:23 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Uniforms and Drinking
To: DAVID GILLHAM <david.gillham@almac.co.uk>

David,

Well said! Couldn't agree more! All too many people are willing to set up standards for other people to live up to without remembering that we all need to be more tolerant to get along. I'm not much of a drinker, don't drink at Scouting events, but on the other hand enjoy a good Scotch.

Speaking only for myself in the Scouting Spirit, Michael F Bowman
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Date: Sun, 20 Nov 1994 00:31:06 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Parent Involvement
To: Sarah Jones <sarah.jones@SAWASDI.APANA.ORG.AU>

Sarah,

Your posting hits home here as well! Too often folks depend on parents, when great youth leaders are all around for the asking! Enjoyed hearing from you.

Speaking only for myself in the Scouting Spirit, Michael F Bowman
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mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)

Date: Mon, 21 Nov 1994 01:45:48 -0500
From: Larry Gaian <Gilwell1@AOL.COM>
Subject: Boy Run Program

I tend to agree with the concept of an adult mess. When I was a new SM I tried to teach the boys what they should cook, with little or no success.

The main reason for my failure was that I did the cooking for them. The only thing they learned was that I would cook for them.

After a while I started making them plan their own menus, by patrol, and cook

their own meals. They planned the usual easy meals, while I prepare my own

meals. When they saw the meals I was eating compared to their easy no imagination meals, they started working harder.

After a couple of camp outs they were doing great.

YIS

Larry Gaian

I used to be a Fox

Date: Wed, 30 Nov 1994 01:51:15 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Back to the fountain of knowledge
To: Bob Condon <rec@epoch.com>

Bob,

Ooops! Just sent you an empty posting with a copy to yourself - guess I'm getting tired at this late hour.

Anyway, the chartering organization has the ultimate say over who may be registered on a unit's committee. They can decline approval and that's that.

Your situation is not unusual. There are hundreds of units sponsored by committees of concerned parents, etc. The thing that is essential is that the chartering committee establish its own by-laws with criteria for membership and stick by them. This may prevent an undesired person from

belonging to the committee. Once the separate identity of the chartering committee is established, it can then act to approve unit committee members and likewise preclude membership to an individual not willing to futher the aims of Scouting.

Speaking only for myself in the Scouting Spirit, Michael F Bowman

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mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)

Date: Wed, 30 Nov 1994 01:56:56 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: GEN: Leadership Retention

Mike,

It would be great, if the leader were willing to stay on and do a Webelos leadership stint. However, you may want to take a broader view and find where she would be best placed to serve in Scouting.

If it is a question of confidence, consider pairing her with another more experienced leader as an assistant, where confidence can be built.

If she really isn't interested, consider whether she might be a candidate for another spot; e.g. Den Leader Coach, Assistant Cubmaster, etc.

She might also be a good candidate for a Roundtable or Training Staff. There she might find it easy to gain the confidence to do the outdoors stuff and be willing next time around to give it a try.

Most importantly, try to see her perspective. Work for a good fit. May not be what you had in mind, but you don't want to lose her. Other parents can take a turn too and maybe they should. Many Packs have this experience - Wolf/Bear Den Leader doesn't want to be a Webelos Leader. But this shouldn't mean she can't help in another capacity, if it would work better.

**Speaking only for myself in the Scouting Spirit, Michael F Bowman
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Date: Thu, 8 Dec 1994 23:37:45 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Adult Participation in Outings and Advancement

Liz Stiles raised a couple of interesting situations. In one the adults out-number the very small number of youth. As described, it sounded like the adults need a private camping club and/or need to be trained in what real Scouting is about - youth development. Adult leadership is much more than being nearby with a gather of one's own peers. On the issue of advancement, leaders need to realize that each Scout's pace is different. Scouting is not about how fast or often a rank is passed. Its about how we help these young men grow and develop in character and citizenship. If we take the fun out of it by creating rank factories, what result should we expect other than short Scout tenure. All of the parts of the program need to work together. Advancement and recognition is important, but not the end-all.

Speaking only for myself in the Scouting Spirit, Michael F Bowman
Used to be a Beaver, National Capital Area Council, B.S.A.
mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)

Date: Sat, 3 Jun 1995 01:43:26 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@capaccess.org>
Subject: Re: What all the awards? & adult recognition

Paul,

Your comment "Big deal" concerning the knots you have awards you earned as a youth troubles me. When you earned the Arrow of Light, Eagle and your religious emblem how did you feel then? Didn't you have a sense of accomplishment? Be honest now! :-)

In over twenty-five years of Scouting, I haven't seen very many Scouts that didn't light up after being presented with an especially hard earned award. This is probably because they were justifiably proud of what they had accomplished.

As a leader you are unwittingly setting yourself up as a role-model - someone that the Scouts can look up to. If they know that you valued your awards earned as a youth, it will send a positive message reinforcing their advancement work. Similarly, if you are too good to wear them or don't think of them as having value, they'll pick up on this too.

It's not a question of wearing knots to promote yourself or your ego. The idea is to use it as a vehicle to encourage your Scouts to want to attain the same accomplishments. Display the carrot! They generally like to get awards and if this helps motivate them, great!

The religious emblem square knot is one of the few that a youth member can wear immediately (doesn't have to wait until "adult" status; e.g. Arrow of Light and Eagle). Some Scouts will want to wear this knot, if they have seen adults wearing knots because it shows outwardly that they are becoming more adult.

As to adult recognition knots - again it's a case of using the "carrot" to encourage or motivate leaders to more service. Most folks like to be recognized for their achievements and some will do a bit more to get that recognition. If in the process they do more for the Scouts, then there's no harm. Most of us didn't volunteer to be able to earn badges. Nor do

most of us do what we do to get badges. The real reward is what we see on the faces of the Scouts as they grow and succeed in overcoming challenges. But we all know that this one-hour a week can get pretty rough and that the commitment needed to run a successful program for the Scouts can be fairly demanding. Sometimes it helps to let people know that they are appreciated and recognize that service. Also when other leaders see that the efforts of others are recognized, they may also be willing to give a bit more knowing that they in turn will be recognized.

In any unit its important to call attention to volunteer contributions and reward them. Home-made special awards are a great way to say thanks and do a lot for leader retention. After a leader has served for awhile and has qualified for more formal recognition; e.g. Cubmaster Knot, Den Leader Knot, Scouter's Key, etc., someone on the Unit Committee should make sure that the paperwork gets turned in to assure that this leader gets recognized. Recognition is one of few tools we have that consistently helps with leader retention. And while it is true that many good leaders would stay and contribute without the recognition, it certainly can help even them keep a better attitude (look at me I'm the unrecognized martyr). And for leaders that are close to waivering, it may help to have the positive feedback that they are valuable and appreciated.

So the Big Deal is those knots can be a small, but very positive influence that helps promote the program. And if in wearing the knots you give encouragement to one Scout or show another leader that volunteers are appreciated keeping that leader there helping the Scouts, is it worth it? You bet!

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
Prof. Beaver, Nat. Capital Area Council, BSA mfbowman@CAPACCESS.ORG

Date: Tue, 6 Jun 1995 00:34:25 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@capaccess.org>
Subject: Key Three, Six and Eight and Other Awards

Michael M. Meenehan asked about Key Three Awards. No these awards are not official BSA Awards per se and don't entitle the person so honored to wear a square knot. Almost every District has some sort of local award and/or honor that it awards to dedicated Scouters in addition to the Award of Merit. The problem is that only a few can be awarded the Award of Merit and many more Scouters show great dedication. Frequently, Districts award a Key Three, Key Six, or Key Eight award to emerging leaders to rally them on and later consider these folks for the Award of Merit. In some Districts an award is given to those that have already been awarded the Award of Merit for continuing to give exceptional service. I've been to countless District dinners all over the country and the variety is as rich as the diversity of imagination. In my own District we have a Key Six award that is a lesser award than the Award of Merit. We also have a District Square Knot Award for those who have continued to give exemplary service after the Award of Merit. And for those that have excelled even beyond that, we give a Distinguished Palm to be added to the Square Knot Award.

As a sidebar, may I suggest that another excellent form of recognizing Scouters that have shown exemplary service to their religious organization and Scouting is an adult religious award; e.g. the Jewish Shofar, the Roman Catholic St. George, the Methodist Torch Award, the LDS On My Honor, etc. Almost all require an extended period of tenure 5-10 years, which favors unit leaders who are also active in their religious organizations. The recipient is presented a medallion on a ribbon to be worn around the neck and a universal purple square knot on a silver background.

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
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Date: Sat, 2 Sep 1995 00:16:26 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: "Steven M. Horvath" <horvath@COMM.MOT.COM>
Subject: Re: Another NEW SUBSCRIBER INTRO.

Steven,

Welcome to Scouts-L. I hope that you will find a lot of useful information to help you.

Your tagline caught my eye. You might want to consider the audience you will be talking to here - most of us are into youth service and that tagline gives the impression of a lot of pent-up anger with youth. I hope that this impression is not accurate.

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
DDC-Training, GW Dist. Nat Capital Area Council
mfbowman@CAPACCESS.ORG

Date: Sat, 28 Oct 1995 23:19:45 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: Larry Jones <lwjones@gulftel.com>
cc: kdoyle@hei.com, mwalton@ALPHA.COMSOURCE.NET
Subject: Re: Scoutmaster/Troop Committee

Larry,

For whatever consolation it may give you, this conflict plays itself out in dozens of units every month. Some people really need well defined roles and a sense of "who's in authority" to function well and go to some extremes to define relationships. Others are on personal power trips. Still others act for personal benefit to shape relations to suit themselves. None of these aberrations from normal is useful in Scouting, but they do happen. And it looks like you are now faced with such a situation.

While I agree completely with Kevin that the relationship between a Scoutmaster and the Committee should be that of a team without juvenile disagreements about who is in charge, I do disagree about co-equal status. In the final analysis the Committee is in charge of the Troop's operation and the Scoutmaster works for that Committee and is in charge of Program only.

BSA's Rules and Regulations at Article VI, Section 3, Clause 8 states:

"Each chartered unit of the Boy Scouts of America shall be under the supervision of a unit committee, consisting of three or more qualified adults, 21 years of age or over, selected by the organization with which the unit is connected, or in the case of a community unit of those who

make application for the unit charter, one of whom shall be designated as chairman.

"The unit committee shall have such responsibilities as may from time to time be defined by the Corporation."

BSA (Corporation) has defined those duties and responsibilities in the "Troop Committee Guidebook" which includes specific language that makes it clear that it is the Troop Committee that recruits and replaces Scoutmasters. Further on page 21 there is a Troop Organization chart that shows the Scoutmaster reporting to the Committee. This book also assigns responsibility to the Committee for managing finances, property, membership, and every aspect of Troop operations including program. The committee also advises the Scoutmaster on BSA Policies. What this means is that the Committee can and in most units does control the purse strings and hence all activities of the unit to the extent it wishes.

In the Troop Committee Guidebook at Chapter 8 there is a discussion of a Troop Committee Meeting and it points out the Scoutmaster can come as a non-voting guest. The Chairman runs the meeting. All aspects of Troop operations are reviewed as warranted. The Scoutmaster is responsible for reporting to the Troop Committee on Troop Progress, Actions of the Patrol Leaders' Council, Disciplinary Problems, Attendance, Monthly Outing Plans and other Troop Needs.

This dovetails nicely with the SM Handbook that advises the SM to really be prepared when he goes to a Committee Meeting to seek the help of the committee in Program matters. For example at pp. 85-87 there is a discussion of how to present the results of the Troop Planning Conference (with the Patrol Leaders' Council doing the actual planning) to the Troop Committee for approval and how to get the committee's support. Clearly the SM Handbook contemplates that the SM reports to the committee, else he would not need their approval. Similarly look at how advancement works. The SM has a conference with each Scout as a requirement before the Scout can go to a board of review comprised of committee members. This clearly suggests the relationship Scouting has contemplated.

All of the literature clearly sets up the Committee in a role similar to that of a corporate board of directors with complete authority over the organization. The SM is an appointed executive officer, much like a corporate vice president in charge of program serving at the pleasure of the directors. And well it should be. The shareholders are the Scouts and who better to represent their interests than the parents who become

committee members.

All of that aside, the Troop Committee Guidebook includes the following, which reaffirms both Kevin and my bottomline:

"The committee meeting is attended by all committee members and the Scoutmaster. Occasionally you may want to invite guests such as your chartered organization representative and unit commissioner.

"The Scoutmaster is not actually a member of the troop committee, and has no vote. The committee should not forget that its primary responsibility is supporting the troop program. The importance of mutual cooperation between the two groups of leaders is critical for the smooth and successful operation of the troop."

If the 20 year Air Force type can't get over the fact that he is not in charge all by himself and learn to work towards consensual leadership, then he should be replaced. We don't need leaders that suborn the program to their own ego-development. Before we get that drastic, send him to training and/or Wood Badge and get him fully developed, if possible. Help him to learn his place in the scheme of things and challenge why he is there. If is not able to adapt and let the Scouts run the troop and be their advocate with the committee, then we can find a better leader.

I wish you the best of luck in this Larry.

BTW did you take the suggestion to develop a leadership skills page independent of WB using ideas from WB, NCS, Fundamentals, etc. to heart? It would be good to have a leader skills page not directly tied to a specific course that leaders could go to as a reference source.

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
DDC-Training, GW Dist. Nat Capital Area Council
mfbowman@CAPACCESS.ORG

Date: Sun, 29 Oct 1995 00:47:26 -0500

To: lwjones@gulftel.com (Larry Jones)

From: "Mike Walton (Settummanque, the blackeagle)"

<mwalton@alpha.comsource.net>

Subject: Re: Scoutmaster/Troop Committee

you wrote:

- >Help, I am writing to you as a collective group to save from having to write
- >this 3 times. I feel that ya'll are the best scouting references I have so I
- >want opinions from each of you.

Okay...I'll give it my best shot!

- >The CC has told the SM that he can fire him and find a suitable replacement.
- >The SM says that the Committee works for the SM and the Sm can just dismiss
- >the Committee. I, at this point am trying to stay neutral and have been
- >asked by the SM to research Policy and report Monday night. He isn't
- >interested in anything that isn't in writing.

This is something that the BSA has been trying hard *not* to put into writing.

The answer is that NEITHER the Scoutmaster may "fire" the Committee Chair, nor

the Committee Chair may "fire" the Scoutmaster. Here's what I can find off

the top of my head...I'm sure that Professor Beaver (Mike Bowman) can find the

appropriate pages to back this up.

The Chartered Organizational Representative (which may or may NOT be the

Scoutmaster or the Committee Chair) has the final say PRESENTLY on who is

"hired

and fired" in a unit. The reason is because he or she signs all of the applications which are forwarded to the local Council, represents the interests of the chartering organization to both unit and local Council (and therefore to the BSA) and because he or she has the authority to insure that

the program is

run to the standards of the organization using the BSA's programs.

His or her main arm to insure this, is of course, the "commissioned leader(s)"

(in this case, we are talking Scoutmaster and his or her Assistants) in a unit.

The Scoutmaster is responsible for coaching and assisting the youth leadership, which is to operate and execute the Troop's program, and to insure safety and personal growth development through training and advisement (this is paraphased from the current Scoutmaster's Handbook).

>His point is the SM handbook which makes mention on p.12 & p.19 of the
>committee as "a group of adults whose main job it is to back up the SM
and
>help him run a good troop" (his point of us working for him). On page 19 it
>really doesn't say who works for whom.

Correct. That's the role of the Troop Committee...to "watch the back of the Scoutmaster and his or her Assistants" and to insure that they have everything they need to do their jobs. They collective are the "safety net" to insure that whether or not the Scoutmaster is there, that the Troop's Senior Patrol Leader can and does get the job done. But the Scoutmaster does NOT work for the Committee...and the Committee does NOT work for the Scoutmaster.

>In the Troop Committee Guidebook it has the flow chart that shows that the
>Committee is between the CO and the SM, but the SM says it is only in the
>lines of communication and not in reference to the authority or power. At an
>earlier time(before the old SM retired), I showed the new SM the sheet on
>the Co's responsibility of *Securing a Scoutmaster* and he told me that that
>process was only used when a suitable leader wasn't already present.
>Everything I try a present he takes and turns around to his advantage (part
>of being a 20 year AF Officer).

That's right also. The Committee, led by the Chair, should be on one side of the Chartered Partner Represenative, and the Scoutmaster should be on the other side, with his or her Assistants and the youth leadership of the Troop.

The BSA has placed more teeth in the traditional "once a year" job of the

COR by

insisting that he or she is the one that personally approves and signs ALL adult applications and if there's any question about the suitability of a adult, that he or she is the one which informs the local Council and which the local Council

takes the lead from. Remember (and this is important for him to remember

this),

the unit DOES NOT belong just to the BSA. It is a youth program of the chartering organization, and THEY have the right (as it should be) to place into

leadership whomever they (through their "Scouting Representative") those adults that will best serve their and the community's needs.

There's a bunch of references to this, especially in the Youth Protection Program materials both at the unit as well as local Council level.

>Please help me to find the right info to try and make everyone happy.

IMO

>there is no need for a power struggle, as the Troop is in better shape now

>than it has been in years.

Larry, a look at the application for Adult Service with the BSA should be sufficient to "prove my case". "All applications for unit positions are approved by signature of the Chartered Partner Organizational Representative

or the head of the Chartered Partner Organization..." (taken from the current edition of the BSA's Council Operations manual, page 33; this statement or something close to it should also be on the current versions of the adult application...the page which serves as the cover).

The BSA doesn't want to get involved personally in the "whom hires who" arguments because there's naturally several "factors" which play into the actual practice of "securing a Scoutmaster". While the Troop Committee takes the lead in the selection, it is the COR that actually approves ALL positions in the unit, including the Committee Chair.

So, to summarize:

The Chartered Partner Organizational Representative hires ALL ADULTS working

with the unit less the Troop's Commissioner (and may have a say in which

person gets to serve as the unit's Commissioner, depending on local Council).

The Scoutmaster and his or her Assistants are responsible for Program and training the youth leaders, whom execute (run) the Troop's program, and coordinates with the Troop's Committee to get things which he or his or her Assistants cannot do or handle on behalf of the youth leadership.

The Committte, led by the Chair, insures that the Troop's program is run without problem according to the wishes of the chartered partner and also insures the continuity of the program by their roles in approving advancements, adult awards, logistics, and physical arrangements. They coordinate their efforts with the Scoutmaster and his or her Assistants to insure that the youth of the Troop are afforded ample opportunities to advance and to participate in outdoor, civic and character-building programs throughout the year.

The Unit's Commissioner insures that the unit is running a program according to the BSA's standards, trains and coaches the Scoutmaster and all other adult leaders, and is responsible for coordinating with the Committee as far as recongition of unit and adult leadership for their roles in working with youth. The Commissioner is also responsible for upholding the local Council/BSA's end of the agreement by informing the unit of opportunities for youth and adult activities, training, outdoor program and community service above what the unit may decide on doing.

Hope that helps the discussion....there's really no other materials that I can find off the top of my head which says definatively one way or the other between the SM and CC....but as I've stated here, that's all moot because BOTH can be fired at will by the COR.

Settummanque!

(MAJ) Mike L. Walton (Settummanque, the blackeagle) (Internet Operations Center Coordinator, CLR Technologies Inc. ___)_
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"Ask about Geoworks, Leaders' Online & visiting your place to talk
Scouting!!"

Date: Sat, 4 Nov 1995 22:55:18 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

Subject: Re: Passing the torch

Steve,

Passing the torch of leadership can be fairly painless and easy provided that both of you develop a clear understanding of who is responsible for what and keep your communications open and honest. I would recommend that when this new leader comes onboard in the Spring that you sit down with him and the Committee Chairman and work out a transition program:

- * What will his/her interim position be? ASM, Lead ASM, other? You will need committee backing for the change and it might as well start here.

- * What will his/her initial duties be?

- * In what areas will he/she act as your shadow (observing)?

- * What responsibilities will be transferred and when? Below is a schedule that can be expanded or contracted. Ideally there should be about six months for the new leader to get a good grounding in the Troop's operations and the personalities. Beyond six months and you are asking for Trouble unless the individual wants more time.

- ** Months 1-2 Shadow and SM Fundamentals

- ** Month 3 Above + Assists PLC in planning under supervision

- ** Month 4 Above + Leader-in-Charge at Activities/Campouts

- ** Month 5 Above + Attends Committee Meetings/Roundtables and SM Conferences

- ** Month 6 Above + And all other duties

- ** Month 7 You retire and pass on the Badge of Office

- * When will he/she become the SM? You should have a clearly planned target date for shifting over. This will prevent confusion and avoid

misperceptions later. You can always adjust this date later, but helps keep the process moving.

* Make clear from the onset that one of the essentials of good leaderships is constant evaluation and that you will give monthly evals. Your evals should be focused on what went right with many compliments and a few pointers for things that really needed improvement, but not just nits. Allow for different methods/approachs - each of us is different and what works for you many not work for George or Nancy.

* When its time to go - go! Don't be this unit's commissioner either. Instead use your expertise to help other units where you can step back and see everything in perspective. You can't have detached unbiased judgment looking at "your" old unit, cause it just won't be the same or as good as when you were doing it. Be a UC for another unit and share your successes there.

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
DDC-Training, GW Dist. Nat Capital Area Council
mfbowman@CAPACCESS.ORG

From mfbowman@CapAccess.org Mon Nov 27 04:19:28 1995
Date: Mon, 27 Nov 1995 04:19:26 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
Subject: Don't Succomb to Scouter Burnout

You as a Scouter are an invaluable asset to your Council, District, and/or Unit, depending on where and how you serve youth. Without people like you many Scouts would never have the enriching experiences that they get in Scouting. But you are only human and have limits. If you exceed your limits, there is the danger that you may become unable or limited in your ability to helps these Scouts. As a result it is important every once in awhile to take a little time just for yourself and assess how you are doing and whether you should be making changes to retain all the wonderful qualities that you have, which make you such an asset to these young people. This posting is intended to help you avoid "Scouter Burnout."

"Scouter Burnout" is not a precise term, but a reference point for continued discussion. We've just recently had a number of postings on

over-doing it and our ability to do "x" number of jobs. What follows is a questionnaire just for you, one that you won't share with anyone else. Take a look at the instructions and give it a try. Although it has points for you to fill in, there are no magic formulas, no wrong answers. Its purpose is to help you see areas where you might want to make adjustments.

Instructions: Please read the following questions and in the space provided at the left, rate your truthful, personal experiences of how you feel the majority of the time when you are performing your duties as a Scouter. Rate yourself with a score of 1, 5, or 10 with 10 being the most frequent. See the example below:

- 1 Seldom or never a difficulty to me. (green)
- 5 Sometimes a difficulty to me. (yellow)
- 10 Frequently a difficulty to me. (red)

- ___ My time is controlled by factors beyond my control.
- ___ Interruptions.
- ___ Chronic Overload - more to do than time is available.
- ___ Occasional Overload
- ___ Chronic Underload - too little to do in time available.
- ___ Occasional Underload
- ___ Alternating periods of overload and underload.
- ___ Disorganization of my time.
- ___ Procrastination on Scout Projects
- ___ Separating home, work, and Scouts.
- ___ Transition from home, to work, to Scouts.
- ___ Finding time for regular exercise.
- ___ Finding time for regular periods of relaxation.
- ___ Finding time for Friendships.
- ___ Finding time for family.
- ___ Finding time for vacations.
- ___ Easily bored with Scouts.
- ___ Saying "yes" when I later wish I had said "no."
- ___ Feeling overwhelmed by large tasks over an extended period of time.
- ___ Avoiding important tasks by frittering away time on less important ones.
- ___ Feel compelled to assume responsibilities in groups.
- ___ Unable to delegate because of distrust of quality of other's

performance.

- ___ Unable to delegate because there is no one to delegate to.
- ___ My perfectionism creates delays.
- ___ I tend to leave tasks unfinished.
- ___ I have difficulty living with unfinished tasks.
- ___ Too many projects going on at one time.
- ___ Get into time binds by trying to please others too often.
- ___ I tend to hurry even when its not necessary.
- ___ Lose concentration while thinking about other things I have to do.
- ___ Not enough alone time.
- ___ Feeling compelled to be punctual.
- ___ Pressure related to deadlines.

_____ TOTAL

Now that you have completed this and started looking at the number of fives and tens you wrote, don't panic. Everyone of us is going to have a few here and there. I found a few areas here that surprised me too. Guess I'm not all in the green (ones) yet.

I don't have any magic answers as to what constitutes a safe score. What I can tell you is that the more of these that you rated 10 the more likely you are under stress and a candidate for burnout. The tens should be regarded as alarms (red). And if you have a large number of fives you should be looking at them as caution signals (yellow). Take a look at the ones you rated as a 10 and ask yourself what can be changed to make it a five or a one. Try to reduce as many as you can. In six months or a year do this evaluation again. If your score is the same or increasing, then you should be concerned. Its time to talk with your Commissioner, your Committee and your Assistants and to share some of the load, reduce the number of things you do, seek quality in what you do, and reorient. And if it is apparent that a large number are high and the number growing, you may want to consider talking with your physician about attending a stress management course to pick up information you can use to change for the better.

For those that you serve, if for no other reason, take care of yourself. You are important to those Scouts! :-)

**Speaking only for myself in the Scouting Spirit, Michael F. Bowman
DDC-Training, GW Dist. Nat Capital Area Council
mfbowman@CAPACCESS.ORG**

**Date: Mon, 27 Nov 1995 06:49:39 -0800
From: John Caputo <jcaputo@HQ.TCFARM.COM>
Subject: Re: Don't Succumb to Scouter Burnout**

On Monday Nov.27 Michael F. Bowman wrote:

**>You as a Scouter are an invaluable asset to your Council, District,
>and/or Unit, depending on where and how you serve youth. Without
people
>like you many Scouts would never have the enriching experiences that
they
>get in Scouting. But you are only human and have limits. If you exceed
>your limits, there is the danger that you may become unable or limited in
>your ability to help these Scouts. As a result it is important every
>once in awhile to take a little time just for yourself and assess how you
>are doing and whether you should be making changes to retain all the
>wonderful qualities that you have, which make you such an asset to these
>young people. This posting is intended to help you avoid "Scouter
Burnout."**

>

[snip]

**I totally agree with his statements. I have seen many people in this
program who attempt to run a Cub Pack, Scout Troop or another unit all by
himself, as well as hold other positions in the District. I have also seen
most of these people leave the program after a couple of years because of
Scouter Burnout. I would not tell anybody what to do but I will suggest
that if you are trying to run a unit by yourself (or maybe just a couple of
adults) you need to get some help. If you are holding several positions in
the Scouting program and are feeling the pressures of them, then maybe it
is
time to look at possibly giving one or two of them up. I know that this is
a hard statement when " Nobody else out there will do it". I have been
there, done that and made that same statement but I also found out that
when**

I decided that I had to back off some that other people did step up and take over those positions. With your "help" those new people will do the job quite nicely and if you look, while still holding that position, down the road to when you will be dropping it, yes maybe set a time limit on how long you will be one position, then you can get an assistant and train him/her while you are still there.

There is one other person who, in my opinion, has to be considered when the topic of Scouter Burnout comes up, your spouse. You may not have reached the point of burnout yet but you are spending four nights a week doing scouting along with a couple of weekends a month. What does your wife/husband think? Talk your scouting over with them and make sure that they are not reaching the point of "Scouter Burnout" for you.

John Caputo **Eagle Valley OA Chapter Advisor**
"and a Good Old Beaver too" **Cascade Pacific Council**
Opinions (and I have a lot) are my own

Date: Mon, 4 Dec 1995 07:36:12 -0600 (CST)
From: "Greg L. Gough" <ggough@mail.orion.org>
Subject: Re: A Big Scouts-L Thanks - What Do You Think?

Hi Michael,
My patch is in the mail, great idea!

The reason for this message is to pick your brain. I have a very pushy mom who is a Committee member. We knew what we were getting when she asked to register. In Cubs and Webelos she wore everyone down to the point that she was basically allowed to go off with her scouts and provide her own program. We thought training would make a difference but it hasn't. She is working on her ticket now.

The problem is that she constantly criticises the program, with no constructive input. She is not liked by the Scouts and recently she remained in the room at the after meeting plc. The SPL was very angry because she continued to interrupt. Recently, her ex husband approached

me about camping with the Troop on his weekends. I told him that he would have to be registered with the Troop (our policy) and be trained. Additionally he would have to agree to some terms so that a situation would not arise. The committee reviewed and tabled the application last night after she identified me as the enemy and the matter was discussed for 2.5 hours.

My question is: can we refuse admission to her ex and on what grounds? He has no convictions or ypp issues. Also, it is my intention to tell her that since this has been going on for over a year now and that as a committee member her job is to support the program of the Troop that if she cannot operate to that end that she resign her position as committee member. Can I? or how should I proceed? The rest of the Committee supports me and the PLC and are getting very tired of 2 - 3 hr comm meetings.

Much needed input please :)

Greg Gough

SM Troop 201, Ozark, MO. I used to be an Owl but I will always be an Eagle!

From mfbowman@CapAccess.org Sun Dec 17 04:57:08 1995

Subject: Re: Den Leader Problems....

John,

Pete was right on the money - adult recognition is critical and it starts with remembering to say thank you at every turn followed by public recognition whether with a homemade silly award or a more formal training award.

The second key to retention is involvement. Share the load - invite help. Way too many leaders try to do too much and burnout, especially in larger units. Call new leaders and ask for a hand here and there. Ask for their ideas and act on the ideas. Have them lead parts of the Pack Meeting, run activities, etc, until you are really just the ceremonial leader cum emcee.

And hand-in-hand with involvement is invitation. Invite leaders to carpool with you to roundtable or give 'em a ride. Same with Pow Wow. Many are shy, just like kids going to Junior High the first time. It

helps if you are their to introduce them to the experience, makes it a lot easier if they are the least uncomfortable. Likewise, always extend an invitation to anything going that they haven't been to and do this on a one-to-one personal level eye-to-eye. It is really hard to say no to this and real easy to ignore general announcements/pronoucements. :-)

Speaking only for myself in the Scouting Spirit, Michael F. Bowman
DDC-Training, GW Dist. Nat Capital Area Council
mfbowman@CAPACCESS.ORG

From <@cmsa.Berkeley.EDU:owner-scouts-l@TCUBVM.IS.TCU.EDU> Tue Jan 16 17:33:05 1996

Return-Path: <@cmsa.Berkeley.EDU:owner-scouts-l@TCUBVM.IS.TCU.EDU>

Received: from cmsa.Berkeley.EDU (cmsa.Berkeley.EDU [128.32.136.4]) by cap1.CapAccess.org (8.6.12/8.6.10) with SMTP id RAA20066; Tue, 16 Jan 1996 17:33:05 -0500

Received: from TCUBVM.IS.TCU.EDU by cmsa.Berkeley.EDU (IBM VM SMTP V2R3)

with BSMTP id 4737; Tue, 16 Jan 96 14:30:49 PST

Received: from TCUBVM.IS.TCU.EDU (NJE origin LISTSERV@TCUBVM) by TCUBVM.IS.TCU.EDU (LMail V1.2a/1.8a) with BSMTP id 9339; Tue, 16 Jan 1996 16:09:39 -0600

Received: from TCUBVM.IS.TCU.EDU by TCUBVM.IS.TCU.EDU (LISTSERV release 1.8b)

with NJE id 9331 for SCOUTS-L@TCUBVM.IS.TCU.EDU; Tue, 16 Jan 1996

16:09:03 -0600

Received: from TCUBVM (NJE origin SMTP@TCUBVM) by TCUBVM.IS.TCU.EDU (LMail

V1.2a/1.8a) with BSMTP id 9328; Tue, 16 Jan 1996 16:09:01 -0600

Received: from phx.mcd.mot.com by tcubvm.is.tcu.edu (IBM VM SMTP V2R2) with

TCP; Tue, 16 Jan 96 16:08:50 CST

Received: from pobox.mot.com by phx.mcd.mot.com (8.6.8.p3/1.35varese) id

PAA28628; Tue, 16 Jan 1996 15:24:19 -0700

Received: from po_box.cig.mot.com (po_box.cig.mot.com [136.182.15.5]) by pobox.mot.com (8.7.3/8.6.10/MOT-3.8) with SMTP id QAA03296 for <SCOUTS-L@TCUBVM.IS.TCU.EDU>; Tue, 16 Jan 1996 16:05:56 -0600 (CST)

Received: (oakes@localhost) by vervet.cig.mot.com (8.6.11/SCERG-1.12B) id QAA24653; Tue, 16 Jan 1996 16:05:55 -0600

X-Mailer: ELM [version 2.4 PL25]

MIME-Version: 1.0

Content-Type: text/plain; charset=US-ASCII

Content-Transfer-Encoding: 7bit

Message-ID: <199601162205.RAA28507@po_box.cig.mot.com>

Date: Tue, 16 Jan 1996 16:05:54 -0600

Reply-To: SCOUTS-L - Youth Groups Discussion List

<SCOUTS-L@TCUBVM.IS.TCU.EDU>

Sender: SCOUTS-L - Youth Groups Discussion List

<SCOUTS-L@TCUBVM.IS.TCU.EDU>

From: Ronald Oakes <oakes@CIG.MOT.COM>

Subject: Re: New Scoutmaster Requests Advice

To: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>

In-Reply-To: <199601161958.OAA23114@po_box.cig.mot.com> from "Jim McMaster" at

Jan 16, 96 12:26:28 pm

Status: RO

X-Status:

Jim McMaster (SM Troop 70) Writes:

- > There were six boys in the troop when it folded. One has joined another
- > troop, but I hope to retain the other five as a leadership corps (SPL ASPL,
- > Troop Guide (1 or 2), Quartermaster and Scribe (combined if 2 guides)).
- The
- > "old" Troop 70 was not "boy run", and none of the five has ever had JLT.
- > I want to change this. The council has no JLT scheduled until May, and I
- > want to have a functioning leadership in place by the time Webelos start
- > arriving. I am trying to obtain a "Scoutmaster's Junior Leader Training
- > Kit", and want to hold a troop JLT course as soon as possible.
- >
- > My first question is: Can I run the course satisfactorily before I finish
- > SMF? Are there any "must" sessions I should have first?

The JLT kit should give you enough information to run a fairly good course.

You will need additional adult leadership (2 deep for everything) during the

course. If you are still without assistants -- a situation you will need to resolve before the troop starts meeting regularly -- your unit commissioner may be able to help out, or recommend someone to help.

I would recommend that you supplement the training with small practical exercises where the group functions as a patrol, with the leader rotating. These can be standard problems from scouting -- planing and

cooking a meal (dinner), setting up camp, a first aid problem (The SM has fallen and can't get up ...), etc.

Ideally, if you can get someplace to camp out for a weekend in February or March, that would be ideal (yes, I know the weather in Boulder is not great this time of year, so you might want to try for a cabin instead). After running the training on Friday evening and Saturday morning, start the planing (see below).

> Second: The Scoutmaster handbook says the course works best with ten or more

> scouts. I obviously will have no more than five. Should I approach other
> troops to run a joint course? Or should I try it with my own scouts?

Run it with the boy's you have. A couple of the events work better with more people. You can either combine some of your adult staff, or skip the event.

This will also be a good opportunity for you to learn about your "Youth Staff" and your "Adult Staff." Having scouts from other units may dilute this experience.

> Another issue is planning. Once I get the troop going, I want the older boys

> to plan a program. I know the planning should be annual, but I would rather

> plan through summer camp now, and do the next year's program planning in

> August. Does this make sense?

Get a copy of the planing video kit (similar to the JLT kit). Use it.

I would suggest that you plan through NEXT September, but consider the plan

from September through August to be preliminary. In July and August go through the planing again -- with your new scout leaders included -- and plan again through the following September. Continue making 13 months worth of plans every 12 months. This provides you with two protections. One, you have an extra month of plan in case your planning runs into trouble. Two, you will know more than a month in advance where you will be

camping in September, so arrangements can be made.

(a question about troop size was deleted, since I don't have a good answer)

A couple of other suggestions:

1. Start attending Boy Scout Roundtable sessions. If necessary have your Assistant Webelos Den Leader attend the Cub Scout Roundtable sessions. Your Unit Commissioner or District Executive should have the meeting information.

2. Start working with your committee. Work with your committee chairman (chairwoman, chairperson??) to recruit committee members. Talk to the parents of the future scouts in your den and get them to volunteer. Talk to the parents of your "existing" scouts and get them involved too.

You will need to get a couple of committee positions filled, and start getting them acquainted with their jobs. Your advancement person and your camping or activities person are key committee jobs. Without people in those two positions you, your assistants or your Committee Chairman will have to fill in, and that can lead to early burn out.

3. Start hold weekly meetings with your existing scouts. Have them plan what to do until the formal training/planning session. Have them elect a SPL and discuss the other positions. Note that the current operations plan does not have a "Leadership Corps" but you are always welcome to have a youth staff that functions as a patrol for camping.

4. Fill your Adult staff quickly. You will probably need at least two Assistant Scoutmasters. One needs to be at least 21. If you cannot find any other help, see if CU has a Alpha Phi Omega chapter that may be able to provide the name of a potential ASM. Parents, former scouts, and even Uncles (and Aunts) are your main source for these positions.

One assistant will need to concentrate on the New Scouts. The other can help you with all other aspects of your job.

5. Maintain good relationships with the District Staff. They are there to support the Units -- not the other way around!!

In many ways I envy you. A few years ago I took over a troop that was not quite as dead as yours. It is an exciting challenge, and can be a load of fun for the Adults as well as the boys. However, be prepared. Scoutmastering can become a second full time job (40 hour a week) without you even noticing.

Ronald B. Oakes

**Former Scoutmaster, Troop 91 Palatine IL.
Member Roundtable Staff, Signal Hill District**

(and now that I'm back in town, I may end up adding some other titles as well)

**Date: Tue, 16 Jan 1996 12:26:28 MST
From: Jim McMaster <mcmaster@SWENG.STORTEK.COM>
Subject: New Scoutmaster Requests Advice**

Hello, all...

At introduction time, I told you I am a Webelos Den Leader about to become a Scoutmaster, and that I would have some questions for the group. Well, that time has come.

I am now registered as Scoutmaster for Troop 70 in Boulder, CO (Long's Peak Council.) I will start Scoutmaster Fundamentals on February 28, and finish the overnight on April 13.

Instead of a brand new troop, this is a reactivation of a troop that went dormant last August. The charter is being transferred to the local American Legion Post from a church that was never very supportive. The troop has a small treasury (about \$200.00) and some equipment, but I do not yet know how much or in what condition.

I have 4-6 Webelos in my den who are likely to join Troop 70 in April, and I am trying to get more from other dens and packs in the area. I want to start holding meetings as soon as possible, but I cannot commit to a full troop schedule until I fulfill my commitment to the Webelos on April 25.

There were six boys in the troop when it folded. One has joined another troop, but I hope to retain the other five as a leadership corps (SPL ASPL, Troop Guide (1 or 2), Quartermaster and Scribe (combined if 2 guides)).

The

"old" Troop 70 was not "boy run", and none of the five has ever had JLT. I want to change this. The council has no JLT scheduled until May, and I want to have a functioning leadership in place by the time Webelos start arriving. I am trying to obtain a "Scoutmaster's Junior Leader Training Kit", and want to hold a troop JLT course as soon as possible.

My first question is: Can I run the course satisfactorily before I finish SMF? Are there any "must" sessions I should have first?

Second: The Scoutmaster handbook says the course works best with ten or more

scouts. I obviously will have no more than five. Should I approach other troops to run a joint course? Or should I try it with my own scouts?

Another issue is planning. Once I get the troop going, I want the older boys

to plan a program. I know the planning should be annual, but I would rather

plan through summer camp now, and do the next year's program planning in

August. Does this make sense?

Finally, I would like to get opinions on a reasonable number of new scouts to try for, and what is the minimum size for a new scout patrol. For example,

if I have only my 4-6 Webelos (worst case) I feel there should be only one patrol. How many more do I need to split them into two patrols? How many

new scouts can a troop this size absorb without choking?

I apologize for rambling, and for the length of this post. Frankly, I am feeling a bit overwhelmed at the moment. Thanks in advance for any help, advice, criticism, or whatever. I will even accept "You're totally nuts" responses as long as they are accompanied by suggestions for better ways

to do this. I really want to do the best I can for these scouts.

**Jim McMaster
SM Troop 70
WDL Pack 179
Boulder, CO**

**Date: Sat, 30 Dec 1995 14:56:01 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
Subject: Parental Involvement**

Jim Kelland inquired about getting parental involvement. While there are many things that could be offered on the subject, one thing that stands out in my experience is "communicating the commitment."

Too often when everyone is busy we resort to newsletters, letters of welcome to a Troop, and requests for help in meetings hoping that everyone will catch on to what is needed and jump right in. If the unit is lucky and some of the parents are experienced in Scouting or oriented towards participation anyway all goes well and nobody figures out that the communication effort wasn't all that successful.

However, there are many units where this is not enough. Parents are both working, some Scouts only have a single parent, there has been a divorce, the family has just moved and is new to the area, there is a health problem, the parents are newly arrived from another country, the parents are shy and uncertain, or you find other challenges. In these cases parental involvement starts to sound like a dream and really will challenge a leader to the max.

What seems to work best is a one-to-one face-to-face session with the new parent(s) over a cup of coffee. Face-to-face it is harder to say no and easier for you to answer specific concerns and find unique ways for each parent to help according to their time and talents.

From among those who are participating; e.g. the Scoutmaster and active committee members, divide up the parents you wish to target and:

- * Make an appointment to stop by at their home or a local place that serves soft drinks and coffee. Ask for about an hour of time and make sure you keep things moving.**

- * Spend about five minutes really selling the Troop. Show what the**

Troop has done. Explain how the Scouts really grow. Talk about advancement for a minute or so. Talk about the really great activities that the Patrol Leader's Council is planning.

- * Ask how the parent's son is doing. How do they feel about Scouting?**
- * Do they have questions? Things they'd like to know?**
- * What are their hobbies? What special skills do they have? (Do your personnel resources inventory on the spot without paper in sight, while getting to know the parent.)**
- * Talk to them about parental commitment and how important it is to make sure their son has a good Scouting experience - hit home. Yes they will have a hundred reasons why they are busy. But remind them that by pooling talents with all the other parents it is a lot easier to make sure all the boys have a lot more great opportunities than if only the parent was trying to do it all alone. You do want the best for your son? You want to see him grow and stay out of trouble?**
- * As you begin to learn about the Scout and the parent, ask leading questions about how they could help in a particular activity - something where they can get their feet wet and enjoy a successful experience. The key here is starting them small.**
- * Start them out by just asking them to drive one way on a trip, helping set up an activity nearby, or helping counsel a merit badge once or twice with another counselor, but not in a lead position until they have confidence. You probably know of at least a dozen small things that could use a helping hand. Pick one that fits the parent, where they can't hardly go wrong.**
- * Immediately recognize their success and help!! Present drivers with a small matchbox type car with a Scouting decal on the top or something simple to say thanks or some simple homemade recognition appropriate to the task. Give a set of red and green cloths pins to somebody who has helped dry out tents, a varnished mounted pancake to somebody that helped with the pancake breakfast, etc. You get the idea.**
- * Now that you have the hook set, reel 'em in a little close with another more difficult assignment and again recognize what they do.**

*** All along the way communicate the commitment by explaining, selling the program, and asking for personal help.**

Some of these people will move on before you get them very involved and you can't do much about it. But there will be some that will get the fever and jump right in.

I always find that there are at least three parents out of a dozen that would love to help, if only asked. They don't volunteer for cultural reasons (hispanic), because of shyness, because they are not sure they can do it, etc. But once asked they bloom and become the best leaders. So ask!

**Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle Scout '67, Serving as Deputy District Commissioner for Training,
G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org**

Date: Sat, 6 Jan 1996 15:11:52 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

Subject: Re: Troops Living Together (long)

Todd,

Boy what a tale of woe you tell. Two Packs and Troops thriving but bumping heads over turf. This has got to be sending some real conflicting messages to the youth members that are counter-productive to the aims of Scouting.

Let me suggest a few things that may or may not work, but ought to be eye-openers.

- 1. Invite the CC, SM, Pack CC, CM and COR(s) to a meeting at a neutral site after you have a commitment from your DC and DE to be there no ifs ands or buts. Plan this at a Church where there is a meeting room that can be shut off. Anyone else arriving kindly ask them to wait downstairs in the fellowship hall, etc. and they will be briefed of the results later.**
- 2. Make a pitch on Boy Leadership, Patrol Method and the Aims of Scouting. Show a quick video of great fun stuff. Yea, starting sound like crazy - what's going on here?**

3. Get all to agree this is what it is all about. Boys having fun, growing, etc.
4. Now you get to it. Point out that the facts are that the adult Scouters are starting to interfere in this process by undercutting, squabbling, etc. That the kids are quick to pick this up. Careful - keep it light and upbeat not condensending and nasty. Work through it with leading and open questions. Control this discussion closely. Even if it gets warm, okay. Stop things with the Scout sign. Point out that this is an example of what we're concerned with. We are all so eager to succeed, we're kinda bumping into each other wasting energy, making enemies of good friendly folks, getting mad at wonderful people.
5. Start selling for dear life. Offer alternatives.
 - a. Cooperative joint unit fund-raisers
 - b. Territories for sales
 - c. Draw lots for who sells trees, other party gets wreaths, etc.
 - d. Joint advertising, separate sales
 - e. LEAVE IT TO THE PLCs to have a joint session and come up with a plan that the Scouts think is fair !!!!! No parents allowed.
 - f. Keep on fighting tooth and nail
6. Make sure to explain as many benefits and negatives of each way.
7. Ask for committment to youth and committment to cooperation for youth.
8. Hold your breath, smile, reward constructive comments with praise and let the other stuff slide by without getting ruffled.
9. Summarize direction suggestively.
10. Good luck. You will need it.
11. Ask the parties to sign a written summary of the agreement and to put it in their newsletters.

**Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle
Scout '67, Serving as Deputy District Commissioner for Training,
G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org**

**Date: Fri, 19 Jan 1996 01:17:58 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-
L@TCUBVM.IS.TCU.EDU>
Subject: Re: Leadership**

Dan,

**Here are a few thoughts you may be able to share with your SM and
committee.**

**When we talk about leadership as a method towards achieving the three
aims of BSA, we are talking about boy leadership and not adult
leadership. The idea is to give boys leadership opportunities where they
can all learn about leadership. When a SM appoints a youth leader, that
youth will learn about leadership by doing, but the rest of the Scouts
will be deprived of the opportunity to learn about leadership selection.
Why is this such a big deal? Because this method is directly related to
the aim of preparing Scouts to be participating citizens.**

**How can they learn how to be participating citizens when the model is
that of a dictator?**

**The idea is that the Scouts should learn about participating as a citizen
by taking part in selecting leaders in their own Troop. Hopefully they
will learn from bad and good selections how important it is that they
vote wisely and pick the best leader. This should carry over to adult
life when they have the opportunity to vote for leaders in government.**

**When they become adults there will not be a benevolent dictator to chose
the best leader for them. They will have to be part of the process. What
better preparation than learning by doing in the Troop. Sure they may
make mistakes and that's not bad. They may well learn much more from
the
mistakes than by doing everything perfectly.**

Give them the chance to learn how to be participating citizens in their own Troop now and help them to be ready to participate as a citizen in adult life.

Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle Scout '67, Serving as Deputy District Commissioner for Training,
G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org

From mfbowman@CapAccess.org Thu Jan 25 03:10:14 1996

Date: Thu, 25 Jan 1996 03:10:12 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To:

Multiple Recipients of the List SCOUTS-L <SCOUTS-L%TCUBVM.BITNET@PUCC.PRINCETON.EDU>

Subject: Three Little Pigs (fwd)

Recently I received a private e-mail that I thought would be a good starting place for some constructive comments on the patrol method in Scouting. As you read the forwarded e-mail you will find that George Hay Kain, III <ghkain@cyberia.com> faced a tough committee meeting. After the meeting, George put the situation in focus by using a little humor. Please take a minute or two to read the message and offer a constructive comment, remembering that some of the post was written as humor and that the issues pertain to the patrol method and organization of patrols. Enjoy.

Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle Scout '67, Serving as Deputy District Commissioner for Training,
G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org

----- Forwarded message -----
snip

The Three Little Pigs - a fable updated for Scouters

Once upon a time, there were three little pigs, and a great many more. They lived in a wonderful universe created by B-P called the Wide World of Scouting. They lived there with a great many other animals. The most respected other animals were the eagles, and little pigs could become eagles

if they followed B-P's way, and did it before they were eighteen years old. Those little pigs who did not turn into eagles by age eighteen ended up going to the bacon factory over at Obscurity, a far-away village. Before little pigs reached eighteen, many were also eaten by the Wolf of Competing Activities.

Now the eagles that lived in this wonderful universe tried very hard to help all the little pigs become eagles too, because they did not want to see their little friends either become bacon, or be eaten by the wolf. They did this also because they had once been little pigs themselves.

As time went by, the animals noticed that little pigs that stood the best chance of becoming eagles and flying forever over the universe were little pigs who had been raised as piglets by Akela, the leader of the Pack, and Baloo, the bear. Akela and Baloo would raise and nurture little piglets for up to five years, and when the piglets became eleven years of age, Akela and Baloo would give each of them an Arrow of Light in recognition of their special efforts over the two past years as Webelos pigs, and turn them loose in the Wide World of Scouting to fend for themselves.

Pigs in general knew it was their best interest to build a house to protect themselves from the Wolf of Competing Activities until they were strong enough and experienced enough in the ways of the Wide World of Scouting to become eagles. The newly-released former Webelos pigs in our story had all joined Akela's pack at about the same time five years earlier. They bonded together and listened carefully to Akela and Baloo. When they arrived in the Wide World of Scouting, they found there were a few pig houses already built by pigs who were one, two, and three years older than themselves. The houses built by the older pigs appeared to be built largely of soccer balls and comic books held together by granny knots and bubble gum.

The new group of Webelos pigs had been trained well by Akela and Baloo, and they set about to build their own house. In short order they constructed a

pig house of stout scout staves held together by square lashings and diagonal lashings, wrapped thrice, frapped twice. The Wolf of Competing Activities had absolutely no luck in blowing their house down.

The Webelos pigs' house soon become the envy of the older pigs, who were finding their porcine brethren slowly being eaten one by one by the Wolf or being sent to the bacon factory at age eighteen without having become an eagle. Accordingly, a meeting was called of the senior animals in the world over the age of twenty-one. This animal world Committee consisted of a silly goose, two hens, a few burros, a wise owl, and several old eagles. Almost all the old eagles just so happened to be the fathers of the little Webelos pigs whose marvelous pig house had caused all the stir.

The silly goose spoke up first and said that the hens had been raising Cain with him about the high mortality rate among the older pigs. The hens then chimed in and said they had come up with a perfect plan to save all the pigs from the bacon factory at Obscurity, and from the Wolf of Competing Activities. The hens' plan was to divide the Webelos and send them to live with the various older pig groups and take the east wall of the Webelos pigs' house and give it to the fourteen year old pigs, give the south wall of the Webelos pigs' house to the thirteen year old pigs, give the west wall to the twelve year old pigs, and of course, to be fair, the few remaining Webelos pigs could keep the north wall.

The burros then nodded in agreement and said this sounded like a marvelous plan. The hens bowed, and basked in reflected glory. As this discussion proceeded, it was noticed that the feathers on the backs of the old eagles were starting to stand on end. Finally the oldest eagle could take this nonsense no longer. He drew himself up into his most imposing posture and tried to point out the obvious:

- 1) that the hens had never been pigs and therefore no hen had ever actually built a pig house or, for that matter, flown as an eagle;
- 2) that the burros only checked in on the pigs once a month at best, whereas

the eagles were flying over the area all the time, and that burros don't know all that much either about being a pig or an eagle;

3) that in the beginning, B-P, the Creator, had clearly stated that the pig house was to be the fundamental home in the Wide World of Scouting for each group of little pigs, and that it was to be the little pigs' work in building their own respective pig houses that would train them in the ways necessary to become an eagle;

4) finally, that if the Committee directed that the Webelos pig house be dismantled and major parts of it given to the older pigs, all the pigs, old and young, would almost certainly fall prey to the Wolf of Competing Activities or the bacon factory at Oblivion.

Well, to say the least, a ruckus ensued. One of the hens immediately took offense and said she was only trying to help, and that even though she was a hen, she was certainly entitled to her opinions as to how pigs should be raised. She stated she was also concerned because her son was one of the older pigs who was still trying to become an eagle before the Bacon Factory beckoned.

The old eagles collectively tried to explain to the rest of the animals on the Committee that it was not a wise idea to tamper with the Creator's Plan.

They pointed out that although it was true that the majority of the sons of the old eagles were the Webelos pigs with the swell pig house, they as old eagles also wanted see as many of the remaining other pigs as possible become eagles too.

Towards that end, the wise old owl observed that although he was not an eagle, he was a "bird of the same feather" who had flown through much of the same Wide World in his youth, once reaching as high as a Star, and yes, it was true that the old eagles had been offering the older pigs advice and guidance on house building and had taken them on trips in the forest, without the Webelos pigs, to search for suitable house building materials and methods.

The old eagles reminded the wise old owl that the pigs also had something called the Pig Leaders' Council, or PLC, which consisted of a pig leader (PL) elected by each pig group, plus a senior pig leader (SPL), and that the

PLC was supposed to run the daily life for the pigs. The old eagles reminded everyone that B-P, the Creator, had made it pretty clear that the PLC was "what made things go" as far as pigs were concerned, and that the wise old owl and the animal world Committee were really there mainly to assist the PLC or wield a veto if the PLC tried to do something illegal or certain to result in serious bodily harm.

The wise old owl allowed as yes, come to think of it, that was true, and that maybe this discussion should be taking place at the PLC instead of the animal world Committee. He and the oldest eagle had spent a whole day taking all the appropriate pigs through something called the Pig Leader Training Course. Who knows, maybe the pigs themselves were better situated to determine if there really was any problem among the pigs to begin with, and, if and only if so, to consider ways to fix it.

The oldest eagle was heard to mutter under his feathers that to know these things, it helps to be an eagle, but even if you can't be an eagle, you can still take the training courses that the Creator has established to help all the animals understand the Master Plan. Now he's trying to figure out a way to get the owl, the hens, the goose, and the burros to take the necessary training. Hopefully, this can be accomplished without the owl getting his feathers ruffled, the hens laying eggs, and the goose and the burros making a mess on the lawn.

The end of this story has yet to be written.

Any comments or ideas? Are the old eagles correct in their understanding of the Master Plan, or are they off in left-field? If they are correct, how can they still help the older pigs escape the bacon factory or the wolf?

snip

Date: Fri, 26 Jan 1996 11:41:35 -0500
To: "Hutcheson George M" <RX29470@deere.com>,
mfbowman@capaccess.org
From: "George Hay Kain, III" <ghkain@cyberia.com>
Subject: Re: Hens and Goose meet the Woodbadge Axe

as a gesture of moral support. Thanks again.

As a token of appreciation, I'd like to share with you a great scouting web site I just came across for BSA cope courses:

<http://cac.psu.edu/~jxm181/cope.html>

Enjoy!

YIS

/s/ George Hay Kain, III <ghkain@cyberia.com>

Attorney at Law (Estates & Trusts)

Assistant Scoutmaster, Troop 25, B.S.A. - The Cyber-Eagle

29 North Queen Street, York, PA 17403-1428

Telephone and Fax: 717-848-3500

"I used to be a Bear, but I'll always be an Eagle, and a Silver Beaver, too."

Date: Fri, 26 Jan 1996 22:21:08 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: "George Hay Kain, III" <ghkain@cyberia.com>

Subject: Re: Hens and Goose meet the Woodbadge Axe

George,

Thanks for sharing the response to your story. Couldn't agree more myself. You are definitely on the right track and judging from the responses you have inspired others as well. And as your story is used in training in many places, you will continue to inspire and help. I have to hand it to you for creativity in storytelling. As they say in the Navy (my client) "Bravo Zulu." Well Done.

Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle
Scout '67, Serving as Deputy District Commissioner for Training,
G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org

Date: Sat, 27 Jan 1996 04:03:25 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: "George Hay Kain, III" <ghkain@cyberia.com>

Subject: Re: Go Navy!

George,

It gives me great joy to hear that our Web page is being used and that it has helped our Scouts. I really get pumped up when I know that the effort is being used to help the boys. When they are near the White House, walk them around behind to the Elipse. On the East side of the Elipse is a statute/memorial to the Boy Scouts of America. And if they are patch trading hounds, you can take the Metro from the Smithsonian up to the National Institute of Health. From there walk North on Wisconsin Avenue a few blocks and you'll be at the Marriot Scout Service Center. There they will find dozens of great patches to buy. The Scout Shop stocks a couple hundred CSPs from all around the country!!

I've been with the Navy since 1981 when I started as the Assistant Counsel at the Naval Supply Center, Puget Sound. Did five years as Counsel to the Naval Inspector General. Now I am a Supervisory Trial Attorney on the A-12 Trial Team, Litigation Office, Office of the General Counsel. Over the years I've managed to be onboard a CGN and several carriers. My plaque from the Navy IG has the Philadelphia Catechism on it:

**Six days shalt thou labor
And do all thou art able
And on the Seventh holystone
The decks and scrape the cable**

A fitting commentary on the labor of love my work there had been. For all the work, I have to say I've loved every minute of being with the Navy. Finer folks you won't find. Glad to hear that you too have good memories of the Navy as a tincan sailor, which in my book is quite a distinction. I can recall as an Explorer riding aboard a minewsweeper in Lake Michigan out of the Great Lakes Naval Training Center. We got caught in one devil of a storm and were tossed about like floatson. I can only imagine hammering through the North Atlantic aboard a Destroyer in a storm.

**Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
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**Date: Sat, 10 Feb 1996 02:50:34 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>**

To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Scouting v. Sports

John Pannel asked why in our Troop's introduction letter it was okay to allow a Scout to arrive in a sports uniform. Much discussion has ensued since then, but I would like to offer a thought or two.

As to the letter, we made a choice to encourage the Scouts to see the opportunities of Scouting as complimentary to instead of competing with their other interests such as sports, band, etc. Why?

Scouting's aims are directed at the long term development of the boys. We are looking for ways to give opportunities for growth and not for ways to force hard choices between Scouting and some other well liked activity. Yes some sports teams will bench a youth for not being at practice. But unlike sports where winning seems to drive so much, we are concerned much more with individual development, about finding ways for the youth to grow, and about long-term results. We don't need to make it more complicated by benching a Scout and perhaps reducing his opportunities to continue to grow. I have to agree wholeheartedly with the comments of Bob Amick and Cliff Golden here.

Sure there are going to be times when it is really important for a youth leader to attend a Scouting event when he has a conflicting outside event? But does that mean we should bench the Scout, if he chooses the other activity? I think the answer is that the Scout needs to be informed of why he is needed and asked to make decisions. Now if he still feels he has to go to the other activity, we need to evaluate with him what role he can fill in the unit and how. This means adjustments may need to be made. Maybe the Scout can participate in meetings, but not weekend activities so the SM gets the Scout to achieve 100% out of the 50% that is available.

I guess my feelings on this derive from personal experience with my own son, who is in a High School Band. Band is a school subject and his grades depend on his participation in band activities which take up most of the weekends in the fall. For him it is not a choice at all. So should he get the boot in Scouting? Not hardly, he still can give service, leadership and support at Troop meetings and during the rest of the year. And for him he can still be working on advancement and growing

in the direction of the aims of Scouting. His Scoutmaster played hard guy and wanted my son to make a choice. Fortunately my son stuck to his guns and the SM gradually came to see the value to the Scout. Despite the competition for time, my son has decided to stay in both and has redoubled his commitment towards earning Eagle Scout. He is quickly finishing the last merit badges and planning his Eagle Project. He will be an Eagle and take with him through the rest of his life the lessons he learned in Scouts. What lessons would he have taken, if he got kicked out for his love of music and desire to earn good grades in School?

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Date: Fri, 19 Jan 1996 01:30:23 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Coathanger Gadget

Years ago when I was a Camp Program Director (back in the old days story)

during camp staff training we used to divide the staff into groups of three or four and provide each group with a wire coathanger, a piece of wood, and some string. Each group was challenged to come up with 17 different gadgets that could be made with these items. We also told them that if they were not innovative enough to make 17 items, they would be given freeze dried food to take back to the staff area and cook. Those that made the 17 items could eat what the cook had prepared. To get a piece of the famous dutch oven cherry cobbler, they had to reach 20 items and demonstrate one. We gave them an hour.

Each group managed to earn the right to have cherry cobbler. :-)

We used this exercise solely for the purpose of encouraging creativity and innovative problem solving techniques. All during the summer staff members would remember this when faced with problems and frequently used the lesson of cooperation to get other opinions and map out alternatives.

How many things could you make with these items?

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**Date: Sat, 20 Jan 1996 03:33:37 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
Subject: Re: Camp gadgets...**

Mariano asked for examples of how to make gadgets. I thought I'd share just a few to get you started, but you'll have to think of a few on your own. :-)

Using the hanger, string, and wood the staff members came up with items that were useful, silly or just fun. Oh, you don't have to use all three items - you can use one, two or three. Some examples are:

- 1. Hot dog cooking stick**
- 2. Poncho hanger with one end of the wire hooked over a tree branch**
- 3. Hanging shelf inside a tent with the wire bent over the string and attached at both ends of the wood**
- 4. Food hanger**
- 5. Water jug hauler with the wood broken into two handles on each end of the wire going through the jug handle**
- 6. Toilet paper dispenser at the latrine**
- 7. Fishing pole with the wood being used as a reel for the string going through loops at both ends of the wire hanger**
- 8. Fire-by-friction kit with the wire and string used as a bow with the wood being used as a spindle**
- 9. Campsite sign - wire stuck in ground with loop at end and wood suspended from top by string to make sign.**
- 10. Long distance fire starter - tie the wood (feathered with a knife to one end of the wire) the fire will burn the string allowing you to remove the wire and use it for a hot dog stick later**
- 11. Wind-vane**
- 12. Emergency tent pole and stake**
- 13. Spit for cooking a small bird (split wood into four pieces, using two for uprights and two for stakes. Tie wire in place and rotate.**
- 14. Lacrosse stick with wood as blade and wire as handle**
- 15. Flashlight holder for hands free in-tent reading**
- 16. Mini-flag pole for patrol flag on camp table with wood as base, wire as pole and string to affix flag.**

17. Portable sun-dial to tell time with wire stuck in wood base
18. Swingset - wood seat with wire bent until it breaks used on either side to make set of triangular seat holders. String to suspend from a branch. Great for visiting elves, dangerous for adults.
19. Pry-bar for when the SM locks his/her keys in the car
20. Clothes rack/dryer - suspend straight wire from a branch with string and hang towels to dry, etc.

Now where's the cherry cobbler?

Anyway, I warned you that some were silly and made no representations that any of them would be practical. The idea is to foster creative thinking and small group cooperation in problem solving. You can use it on a dreary, rainy day for fun too. Now lets hear some more innovative uses for these items! :-)

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Date: Wed, 1 May 1996 23:28:41 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Disabilities/Meals

As Scouters it is always good to remember that Scouting is a game with a purpose and that a good game can be ruined by too many rules. In BSA we

have a multitude of rules to assure fairness, program, safety, etc. Many of these rules have some play or vagueness built-in and purposefully so. It is because Scouting is about the individual boy. And we have to be carefull that we do not in an excess of adult enthusiasm to be helpful create a system of rules that hamstrings that boy from being able to develop to his fullest potential, whether is a Scout with disabilities or a Scout that plans a less than delightful camp meal.

Whenever we create new rules we run the serious risk that an unanticipated side effect will be to shut out one or more Scouts or to take away some of the motivation and opportunity that makes the program

work. Remember that we are challenging, motivating, guiding, advising and enticing youth to excel, but we also leave room for them to fail and learn from both. What we don't want to do is become petty tyrants with rules of our own making that are not necessary, whether it is a rule about how to handle disabilities or a rule on how a patrol menu must be prepared.

I'm not often given to quoting other messages, but George's thoughts on this bear repeating:

> While I don't have it at hand, B-P wrote a wonderful piece on
> advancement where he essentially said, "Our concern is about the
> individual boy, and whether he is doing his best. We are not
> interested in developing a fixed, rigid standard, but must take
> the time to consider each individual."

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Date: Mon, 27 May 1996 17:45:53 -0400
From: Bill Dunn <wdunn@SUFFOLK.LIB.NY.US>
Subject: Re: Who Runs the Pack (Long)

Amen, Mike Bowman! You hit the nail on the head. The only exception I'd take is to your corporate analogy. You stated that the Cubmaster was like the Chief Executive Officer. In my experience (both in the corporate world and in Scouting) it is the Committee Chairperson who is the CEO, with the Cubmaster being the Chief Operating Officer. The CC/CEO is responsible for policy, governance issues, finance, long term planning, etc. The CM/COO is responsible for executing the plan, dealing with day-to-day issues, adjusting and adapting to meet changing requirements, running the program, etc.

As a Cubmaster of six years with one of the highest enrollments and the best advancement rate in the District, I can tell you that a successful Pack CANNOT be a one-man-show. We always deal in "key-threes", and the "key-three" in the Pack is the COR, CC, and CM. In our neck of

the woods, the COR generally doesn't get very involved, so we've sort of evolved to a "key-three" of CC, CM, and Pack Treasurer. There's no substitute for someone who's real good with the purse strings!

I've worked with several CC's over the years and we've always had a very amiable relationship. I attribute this to a few very important tenets:

1. Have a Pack Planning Meeting with all members of the Pack Committee and all Pack uniformed leaders in mid-to-late July. Prior to this meeting, make sure all leaders and CC have a copy of the "Program Helps" for the upcoming year. Stick to the themes in the "Program Helps"! (Then encourage your leaders to attend Roundtables to get even more "free" help.) Plan out EVERY Pack Night and at least one Pack activity each month. Figure out how you're going to pay for all this. (Do you see a pattern here? Plan the program, fund the program, execute the program!) Once the program is planned and the budget established, dues policy and fund raising efforts can be established.

Typically, the Pack leadership tells the Committee "what" they want to do. The Committee figures out "how" to get it done (i.e. funding). Then the leadership, at the direction of the CM, "does it".

When this meeting is over, a calendar is published and every reasonable effort is made to stick to the calendar. Since EVERYONE had a chance to participate, buy-in is quite high. Everyone may not agree about everything, but there should be a whole lot of common ground. Done properly, this is a very satisfying meeting for everyone involved.

2. Not to disagree with Jess Olonoff, but the CM is not a member of the Pack Committee (at least not the last time I checked!) That means that the CM, although he/she should attend the Pack Committee meetings, does not have a vote! An appropriate level of humility and respect for the CC position on the part of the CM goes a long way to smooth relations within the Pack.

Suggestions from the CM are generally welcomed by the Committee. If the CM finds that his suggestions are not being welcomed (by the entire committee, not just the CC) then he/she ought to think about why those suggestions are being ignored. In this case, someone is out of touch and

none of us are so infallible as to think it might not be us! (I'm regularly reminded about the Christmas gifts that I judged too dorky that were an absolute hit with the kids!)

3. To borrow a sports cliché, there is no "I" in "TEAM".

In short, planning, teamwork, and humility go a long way in running a successful Pack.

YIS, Bill Dunn (HourAWeek@aol.com or wdunn@suffolk.lib.ny.us)
CM, Pack 339 - ASM, Troop 345 - Port Jefferson Station, Long Island, New York
CRT Commissioner, Nathaniel Woodhull District, Suffolk County Council
"I used to be an Eagle ..." NE-II-73
Check Out Pack 339 at
<http://members.aol.com/houraweek/pack339/339home.html>

Date: Tue, 21 May 1996 02:32:32 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Non-participation

Vicki,

Be careful about charging a refundable registration fee for parents that show up at an activity. If you do, there are going to be some folks that will happily pay the \$5.00 fee and not show figuring it is cheaper than a babysitter. It is almost like an invitation to those parents to not participate.

This is a topic that comes up from time to time, so let me share a previous posting I made on the topic (which can also be found at the U.S. Scouting Service Project Site - <http://www.hiwaay.net/usscouts/>). Although it was written with a Troop in mind, it is also applicable to a Pack.

PARENTAL INVOLVEMENT - COMMUNICATING COMMITMENT

HOW? How do you get parental involvement in a Scout unit? While there are many things that could be offered on the subject, one thing that stands out in my experience is "communicating the commitment."

IMPERSONAL & BLIND LUCK? Too often when everyone is busy we resort to newsletters, letters of welcome to a Troop, and requests for help in meetings hoping that everyone will catch on to what is needed and jump right in. If the unit is lucky and some of the parents are experienced in Scouting or oriented towards participation anyway all goes well and nobody figures out that the communication effort wasn't all that successful.

THE AUDIENCE: However, there are many units where this is not enough. Parents are both working, some Scouts only have a single parent, there has been a divorce, the family has just moved and is new to the area, there is a health problem, the parents are newly arrived from another country, the parents are shy and uncertain, or you find other challenges. In these cases parental involvement starts to sound like a dream and really will challenge a leader to the max.

A BETTER WAY: What seems to work best is a one-to-one face-to-face session with the new parent(s) over a cup of coffee. Face-to-face it is harder to say no and easier for you to answer specific concerns and find unique ways for each parent to help according to their time and talents.

SUGGESTIONS: From among those who are participating; e.g. the Scoutmaster and active committee members, divide up the parents you wish to target and:

Make an appointment to stop by at their home or a local place that serves soft drinks and coffee. Ask for about an hour of time and make sure you keep things moving.

Spend about five minutes really selling the Troop. Show what the Troop has done. Explain how the Scouts really grow. Talk about advancement for a minute or so. Talk about the really great activities that the Patrol Leader's Council is planning.

Ask how the parent's son is doing. How do they feel about Scouting?

Do they have questions? Things they'd like to know?

What are their hobbies? What special skills do they have? (Do your personnel resources inventory on the spot without paper in sight, while getting to know the parent.)

Talk to them about parental commitment and how important it is to make sure their son has a good Scouting experience - hit home. Yes they will have a hundred reasons why they are busy. But remind them that by pooling talents with all the other parents it is a lot easier to make sure all the boys have a lot more great opportunities than if only the parent was trying to do it all alone. You do want the best for your son? You want to see him grow and stay out of trouble?

As you begin to learn about the Scout and the parent, ask leading questions about how they could help in a particular activity - something where they can get their feet wet and enjoy a successful experience. The key here is starting them small.

Start them out by just asking them to drive one way on a trip, helping set up an activity nearby, or helping counsel a merit badge once or twice with another counselor, but not in a lead position until they have confidence. You probably know of at least a dozen small things that could use a helping hand. Pick one that fits the parent, where they can't hardly go wrong.

Immediately recognize their success and help!! Present drivers with a small matchbox type car with a Scouting decal on the top or something simple to say thanks or some simple homemade recognition appropriate to the task. Give a set of red and green cloths pins to somebody who has helped dry out tents, a varnished mounted pancake to somebody that helped with the pancake breakfast, etc. You get the idea.

Now that you have the hook set, reel 'em in a little close with another more difficult assignment and again recognize what they do.

All along the way communicate the commitment by explaining, seselling the program, and asking for personal help.

DON'BE DISCOURAGED: Some of these people will move on before you get

them very involved and you can't do much about it. But there will be some that will get the fever and jump right in.

REMEMBER TO ASK INDIVIDUALS TO VOLUNTEER: I always find that there are at least three parents out of a dozen that would love to help, if only asked. They don't volunteer for cultural reasons (for example, in Hispanic families it may be considered rude to assert qualification for leadership roles, but your invitation would be more than welcome), because of shyness, because they are not sure they can do it, etc. But once asked, these parents bloom and become the best of Scout leaders. So ask!

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Date: Thu, 23 May 1996 01:14:51 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Adult registration and uniforming

Rex asked about a non-Scouter adult wearing a uniform. The answer is that this adult should not wear the uniform or any patches from BSA without being registered.

Under the original charter granted to BSA from Congress, Congress granted BSA property rights and protection for all of its insignia, badges, etc. in section 7 of the chartering act:

"That said corporation (BSA) shall have the sole and exclusive right to have and to use, in carrying out its purposes, all emblems and badges, descriptive or designating marks, and words or phrases now or heretofore used by the Boy Scouts of America in carrying out its program, it being distinctly and definitely understood, however, that nothing in this Act shall interfere or conflict with established and vested rights."

Article IX Principles, Policies, and Definitions of the Rules and

Regulations of the BSA at Section 4, Clauses 8 and 9 states:

"Clause 8. All badges and insignia of the Boy Scouts of America shall be used exclusively by members of the Boy Scouts of America, registered and in good standing according to the records of the National Office. . ."

"Clause 9. All badges and insignia shall remain the property of the Boy Scouts of America subject to recall for cause by the Corporation or its duly authorized representative."

Rex, while I'm pretty sure that the local constabulary won't arrest an unregistered adult for wearing a BSA uniform on a charge of impersonating a Boy Scout :-)), it seems pretty clear that under the law, BSA could take action in a court to reclaim its insignia and get an injunction against the adult to prevent future use of its insignia (uniform with BSA patches), if the situation warranted. In any case, it is clear that BSA has some property rights to its insignia and that it would be better for the adult to set an example or respecting the rights of others by not wearing the uniform, until such time as he or she is registered as a Scouter.

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Date: Sun, 26 May 1996 01:13:39 -0400 (EDT)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>

Subject: Re: BSA Policy Question/Who Runs the Pack

Bill,

Please pick up a copy of the Cub Scout Leader Book and take a look at Chapter 4 under the subheading "Leadership Qualifications and Responsibilities" for a complete summary of what is expected of the Chartered Organization Representative, the Committee Chair (and Committee) and the Cubmaster. The responsibilities and duties are spelled out in detail.

As a Cubmaster, I learned quickly that there is way too much to do for

one person to be able to adequately do all of the jobs. It requires a real team effort. As a result I recruited an active and aggressive committee chair and then stepped back into a reduced role sighing in relief to have the help. It sure beat trying to be a one-person show.

Since then I've seen a lot of Packs in operation. The ones that really thrive and succeed seem to have found a working balance between the Committee Chair and the Cubmaster. In almost every case the Committee Chair is like the chair of a corporate board of directors, setting policy, making sure of facilities, managing the budget and funds, recruiting top leaders, etc. The Cubmaster is like a chief executive officer responsible for executing the duties assigned by the board of directors. For this to work, there is always some overlap between setting and executing policies, plans, etc. This is the area where teamwork is so vital and critical.

In our case, the CC and CM need to step back and realize that both are supposed to be there solely for the purpose of making sure that each Cub Scout has the opportunity to participate in a great Scouting program that is fun and that pursues the aims of Scouting.

If they persist in bickering and petty arguments or power-struggles they will be expending a lot of energy unproductively, energy that would better be directed to making a great program for the boys. Encourage these two to sit down after reading the job descriptions in the Cub Scout Leader Book to iron out who is best suited to do what. If necessary ask the Pack's Unit Commissioner or the local Assistant District Commissioner to sit in and make constructive suggestions to help them reach an understanding of who should do what.

Show them the appropriate Fast Start training videos. Invite them both to attend Basic Cub Scout Leader Training and the local Cub Scout Leader Roundtable. Arrange for them to be guests at another Pack's Committee meeting where they can see how others have handled the same challenges.

Perhaps your CM will come to realize that he is not in charge of the Pack, and that the Chartered Organization really is in charge, that the Committee sets policy, budgets, etc., and that he is there to execute a program for the benefit of the Cubs. Trying to grab "power" and be in charge is counterproductive and indicative that the CM does not understand his primary duty of service to these youth. Likewise the same holds true for the CC. This person also needs to be a part of the team, instead of jealously guarding a bit of turf.

The bottom line is that these folks need to act like adults and figure out a way to work together.

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Date: Sat, 1 Jun 1996 15:11:43 -0400 (EDT)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>

cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>

Subject: Re: bit of this & that

Joe,

Having parents along for a campout can be both a curse or a blessing depending on what they understand their roles to be. Nobody in their right mind wants to discourage their support - transportation, YPP compliance, etc. On the otherhand all too many "uneducated" parents that don't understand the Scouting game tend to want everything to be a perfect experience to the point of taking the fun out of the event and doing too much themselves. I've seen some successful strategies employed in the past:

- 1. One Troop only allows registered and trained leaders to stay overnight and parents who have attended a modified fast-start training with an emphasis on hands-off patrol method/PLC leadership.**
- 2. Another Troop on arrival at a campsite, turns over leadership to the SPL and the SM corners the new parents for a cup of coffee or what have you. The SM tells the parents that right now they are doing the most important thing they can do to help - keeping out of the SPL's way and letting the boys learn by doing while enjoying the chance to rest and relax away from home and work. He then goes through a quick primer on Troop philosophy and operation. At the end he assigns the parents a number of tasks for the following day to keep them busy enough not to get in the way; e.g., campcraft for the adult area of camp. Many haven't a clue and one of the assistants will help them get started. They start right then and there learning by doing.**

3. Another Troop I was with years ago would have a parents one night campout for prospective leaders and helpers to learn how to do a campout to help the boys. Most came figuring they would learn camp skills so they could do everything for the boys. Boy were they wrong. The old SM organized them into a patrol and hustled them for about 24 hours through a patrol experience with counseling after every activity. Sort of a mini-SMF approach for parents.

4. Still another Troop used a "Parent Permission Form for Adults" that required the helper parent to sign an agreement that he/she would permit the Scouts to do everything they could do for themselves by themselves and that he/she agreed to a number of camp rules specifying how they should comport themselves. Most never got signed, but it made a point that wasn't lost on many.

There will always be one or two parents that can't resist helping too much to the point of ruining the growth experience. The best thing to do here is to redirect this energy to something more useful to the Troop. You may not want to encourage them to come to a campout and instead ask

them to take on recruiting/membership, community liaison, transportation chair, etc.

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Date: Sat, 8 Jun 1996 23:48:30 -0400 (EDT)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: "John P. Cross" <jpcross@phoenix.net>

Subject: Re: Mom's at camp -outs

John's comments remind me of a scene so often repeated for Scouts going to their first year of summer camp. And this is a scene I've seen in seven different camps!!! Typically the poor fellow arrives at the Troop meeting place ready for camp outfitted with a backpack that only Hercules could carry for more than a quarter mile. And just when you thought that was bad, the parents lug out a trunk or sea-chest full of the other things this little guy can't live without. So off he goes to camp with food for a month, clothes he'll never wear, an electric fan (eventhough there are no outlets in the tent :-))) and perhaps even a lawnchair. By the third year of camp this same young fellow has half the gear in his

backpack (a change of underwear, a couple pairs of socks, swim trunks, and a tee shirt - and maybe a complete uniform). The point is that the Scout has to learn how to manage for himself and how to participate in a patrol. Part of a campout experience is learning a little independence and self-responsibility. When parents are too close and too protective the boys are cheated out of the opportunity to learn just how much they can do for themselves. Parents nearby are fine, parents that are too involved can impede the learning experience. The comments here have suggested a number of ways to encourage parent participation without ruining the growth opportunities for the Scout. Sometimes it isn't easy to strike a balance, but as a Scout leader you have to sometimes help the parents understand they need to give the Scout room to grow and that this happens best when the Scout and not the parent is managing the process.

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Date: Sun, 14 Jul 1996 01:35:23 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: CUBMASTER NEEDED IN LOWELL, MASS.

Cynthia,

I am absolutely amazed that with a LARGE Pack of 60 boys that you can't find anyone willing to be Cubmaster, Assistant Cubmaster, Advancement Coordinator, etc.

Sounds like your Pack's committee needs to divide up the list of parents and each member needs to go make personal visits to sign up each parent to do something for the Pack with suitable explanations that the Pack is a family organization that cannot operate without family support. A key selling point is to help the parent realize that all of the Cub Scout activities and programs are the sort of thing that almost every parent would like to do for their child, but may not have the resources to do

all alone. by joining together and sharing resources as a Pack of Parents and boys, the Pack can make those things a reality, but only if everyone helps.

Here are a few ideas from a previous posting where there was a problem with recruiting parents for a Troop - Just substitute the word Pack and the same ideas ring true:

Date: Sat, 30 Dec 1995 14:56:01 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
Subject: Parental Involvement

Jim Kelland inquired about getting parental involvement. While there are many things that could be offered on the subject, one thing that stands out in my experience is "communicating the commitment."

Too often when everyone is busy we resort to newsletters, letters of welcome to a Troop, and requests for help in meetings hoping that everyone will catch on to what is needed and jump right in. If the unit is lucky and some of the parents are experienced in Scouting or oriented towards participation anyway all goes well and nobody figures out that the communication effort wasn't all that successful.

However, there are many units where this is not enough. Parents are both working, some Scouts only have a single parent, there has been a divorce, the family has just moved and is new to the area, there is a health problem, the parents are newly arrived from another country, the parents are shy and uncertain, or you find other challenges. In these cases parental involvement starts to sound like a dream and really will challenge a leader to the max.

What seems to work best is a one-to-one face-to-face session with the new parent(s) over a cup of coffee. Face-to-face it is harder to say no and easier for you to answer specific concerns and find unique ways for each parent to help according to their time and talents.

From among those who are participating; e.g. the Scoutmaster and active committee members, divide up the parents you wish to target and:

- * Make an appointment to stop by at their home or a local place that serves soft drinks and coffee. Ask for about an hour of time and make sure you keep things moving.

- * Spend about five minutes really selling the Troop. Show what the Troop has done. Explain how the Scouts really grow. Talk about advancement for a minute or so. Talk about the really great activities that the Patrol Leader's Council is planning.**
- * Ask how the parent's son is doing. How do they feel about Scouting?**
- * Do they have questions? Things they'd like to know?**
- * What are their hobbies? What special skills do they have? (Do your personnel resources inventory on the spot without paper in sight, while getting to know the parent.)**
- * Talk to them about parental commitment and how important it is to make sure their son has a good Scouting experience - hit home. Yes they will have a hundred reasons why they are busy. But remind them that by pooling talents with all the other parents it is a lot easier to make sure all the boys have a lot more great opportunities than if only the parent was trying to do it all alone. You do want the best for your son? You want to see him grow and stay out of trouble?**
- * As you begin to learn about the Scout and the parent, ask leading questions about how they could help in a particular activity - something where they can get their feet wet and enjoy a successful experience. The key here is starting them small.**
- * Start them out by just asking them to drive one way on a trip, helping set up an activity nearby, or helping counsel a merit badge once or twice with another counselor, but not in a lead position until they have confidence. You probably know of at least a dozen small things that could use a helping hand. Pick one that fits the parent, where they can't hardly go wrong.**
- * Immediately recognize their success and help!! Present drivers with a small matchbox type car with a Scouting decal on the top or something simple to say thanks or some simple homemade recognition appropriate to the task. Give a set of red and green cloths pins to somebody who has helped dry out tents, a varnished mounted pancake to somebody that helped with the pancake breakfast, etc. You get the idea.**
- * Now that you have the hook set, reel 'em in a little close with another more difficult assignment and again recognize what they do.**

*** All along the way communicate the commitment by explaining, selling the program, and asking for personal help.**

Some of these people will move on before you get them very involved and you can't do much about it. But there will be some that will get the fever and jump right in.

I always find that there are at least three parents out of a dozen that would love to help, if only asked. They don't volunteer for cultural reasons (hispanic), because of shyness, because they are not sure they can do it, etc. But once asked they bloom and become the best leaders. So ask!

From another posting:

Increasing parent involvement is always a challenge, you're not alone. One successful strategy is to make a gigantic poster listing all of the Pack positions, activity chairs, and other jobs that will need to be filled throughout the year with a blank next to each. Fill in the ones where you have a volunteer ahead of time. Take the poster to your Join Scouting Night meeting and tell the new parents that each is expected to take on at least one of these jobs, explaining that Cub Scouting is a family organization and must have family; e.g., parent participation. Similarly put the poster in the front of the room for your Pack Meeting and give the same encouragements. This will net a few and help with a little peer fear/pressure. Nobody likes being seen as a non-contributor. Let them know that, if you don't see their names, you'll help them find something. Then the Pack's leadership can divide the missing names and follow-up with one-to-one invitations.

A great selling point, when you begin to hear excuses is to tell them that what the Cub Scout program offers is what each parent would like to give his/her child, if there was enough time and that the advantage is that we can pool resources to see that each boy gets those things. This means that you the parent have to carry your share, which is a lot less than if you were trying to do all of these things yourself. Remind them that its not fair to ask other parents to shoulder their own share and this excuse maker's as well. You may lose one or two that don't want the commitment, but would they have stayed anyway?

Another point is that there are a lot of folks that are hesitant to volunteer, especially in hispanic communities. Some will be honored to be asked and to see your trust in them and will respond positively with encouragement. One of the best Webelos leaders I ever had sat quietly and

never said a word at meetings for over a year because nobody every asked.

I saw enthusiasm in his eyes and asked. A week later he came to a meeting

in full uniform with every patch in the right place, brimming with ideas. He took Webelos to camp each year and never missed an activity. His den grew and had to be split twice.

While there is no best solution, consider making it a point to find the positive attributes of each parent as you get to know them and then use that as a reason you think they would be good at _____. Remember that they can't say yes, if you don't ask.

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Date: Sun, 14 Jul 1996 01:57:40 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <Scouts-L@tcubvm.is.tcu.edu>
Subject: CUBMASTER NEEDED - MORE

Cynthia,

Thought I might share another previous posting on getting parents involved:

>From mfbowman@CapAccess.org Sun Sep 17 11:47:26 1995
To: SCOUTS-L Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Cub Scout Parent Ceremonies

Barb,

Try this relatively simple closing ceremony:

Props: One 18" log cut in half with five evenly spaced holes drilled about an inch deep

Two blue candles (battery Xmas candles painted can be substituted)

Two yellow/gold candles

One Red candle (any other different color than blue and gold will do as well)

Candles are placed in holes in the log blue-yellow-red-yellow-blue

Give the Scout Sign until the group is silent. Have 5 denners off-stage walk silently forward with a lit taper and light the five candles starting with blue, yellow and then red. They extinguish their candles and stand on either side of you behind the now glowing log - all in silence.

Say the following:

These five candles burning brightly represent the light that adult leaders - Akelas - give to our Cub Scouts to help them grow in citizenship, character, and fitness. This is fitting because without these leaders these Scouts would be left to fend for themselves in darkness.

Without Council and District leaders (use wetted fingers to extinguish a blue candle) there would be less light, but still enough.

Without the Pack Committee (extinguish other blue candle) there would be even less light, but still enough.

Without the Cubmaster and other Pack leaders (extinguish a yellow) there would be much less light.

Without the Den Leaders and Den Chiefs (extinguish other yellow) there would be much, much less light.

Finally, we see only a small light left and the most important light of all. This is the light of parents who help these Scouts. And without the help of parents (extinguish red candle) who will cast a guiding light for these Scouts to lead them from darkness?

Have a staged parent in the back of the room come forward lighting a candle or using a battery lantern. Parent asks each person in turn to put hand on shoulder of person in front of them and follow him/her out of the meeting room.

Now if this doesn't get the attention of parents, I'm not sure they can be moved - must be stones.

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From mfbowman@CapAccess.org Sun Jul 14 02:10:47 1996

Date: Sun, 14 Jul 1996 02:10:46 -0400 (EDT)

To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>

cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>

Subject: Fire Up Your Pack, Was "Re: Introduction"

Ron,

Sounds like some of your Pack's folks were using the idea that a lack of structure is necessary for fun as an excuse not to plan good activities to avoid making the commitment necessary to deliver a really great program. The old saying is "Fail to Plan = Plan to Fail."

Take advantage of their interest in spending the money in the Pack treasury to plan a year's worth of FUN activities for the Cubs, allocating money for each.

Before approving an expenditure walk them through all of what has to be done to make sure that the activity comes off well - who's going to do what? What can we get for free? What do we have to buy? Along the way you can plant the seeds for further planning down the road as you get closer to an event.

As to the money your Pack has, while it should be spent to benefit the Scouts, there are no hard and fast rules as to how and when it should be

spent. The best thing to do is to review previous year's expenses and make a budget that allows for anticipated expenses and a few expenses that can't be planned. Many Pack's try to carry enough reserve to assure that in the Fall they'll have enough money to buy whatever they need to get started again in the school year.

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**Date: Sun, 14 Jul 1996 02:17:38 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-
L@TCUBVM.IS.TCU.EDU>
cc: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>
Subject: Re: Cub recruiting ideas**

Some more recruiting ideas:

- * Have the existing Cubs go to school in uniform. At this age many boys really want to get a uniform and will be drawn into the game.**
- * Try to get permission to do a presentation to the grade(s) of youth in the age group where you need members - sort of a mini-rally. It helps sometimes to do this during lunch or recess times.**
- * Put up a display in the school, the community library, neighborhood churches and the area grocery stores showing the uniform, patches, pictures, and critical who to contact information.**
- * Announce a backyard cook-out and invite target age boys and parents.**
- * Have a fun activity after school on a Friday night and invite other boys to join. Get really creative. And make sure it really is fun, visibly fun so that other boys want to join in. Have a balloon fair with a dozen balloon popping and other type games. Lots of bang & laughing. Heck, maybe you could get a teacher or the like to sit in a dunk tank and have the Cubs sell tickets - raise money and attract interest. Well maybe that isn't a good idea, but you get the picture. KISMIF activities!!!**
- * Try this one out! Display a uniform at the School or chartered organ-**

ization. Put up a sign - WIN A UNIFORM! First new Cub Scout to complete

the Bobcat requirements (list 'em) and recruit at least one other Boy gets a free uniform with all badges sewn on and a special recruiter patch! Now if a boy comes from a financially hard hit family, here's his chance to earn the uniform without it being a handout. You can almost always find enough used parts to have a good quality uniform or two or three anyway.

- * Use the recruiter patch!! Boys this age love badges and patches. I showed the recruiter patch to the boys in one den and by the next Pack Meeting one Cub did such a good job (he wanted to earn the patch real bad) that he recruited enough new boys for an entire den! and a Den Leader too!
- * Do some parent visible activities - flag ceremony at PTA, service project at School, etc.
- * Follow-up each with the parents of each boy that showed interest.
- * If you don't get new recruits, then consider sharing a den with another Pack. It is real important to have a group of at least four and preferably six to eight boys in a den to allow enough for contests, team efforts with other dens, etc. And you need to have the numbers to start developing group dynamics that lead to learning on the part of the Cubs.
- * Ask for help - anyone in sight is a target! Use your resources - people, their talents, places, etc.

Now is the time to begin planning for fall recruiting for new Tigers and Cubs. For some ideas on long range planning and a step by step process, you may want to take a look at the U.S. Scouting Service Project Web Site at <http://www.usscouts.org>. In the index scroll down to training and look for recruiting/JSN. You will find both a planning calendar and a sample JS

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