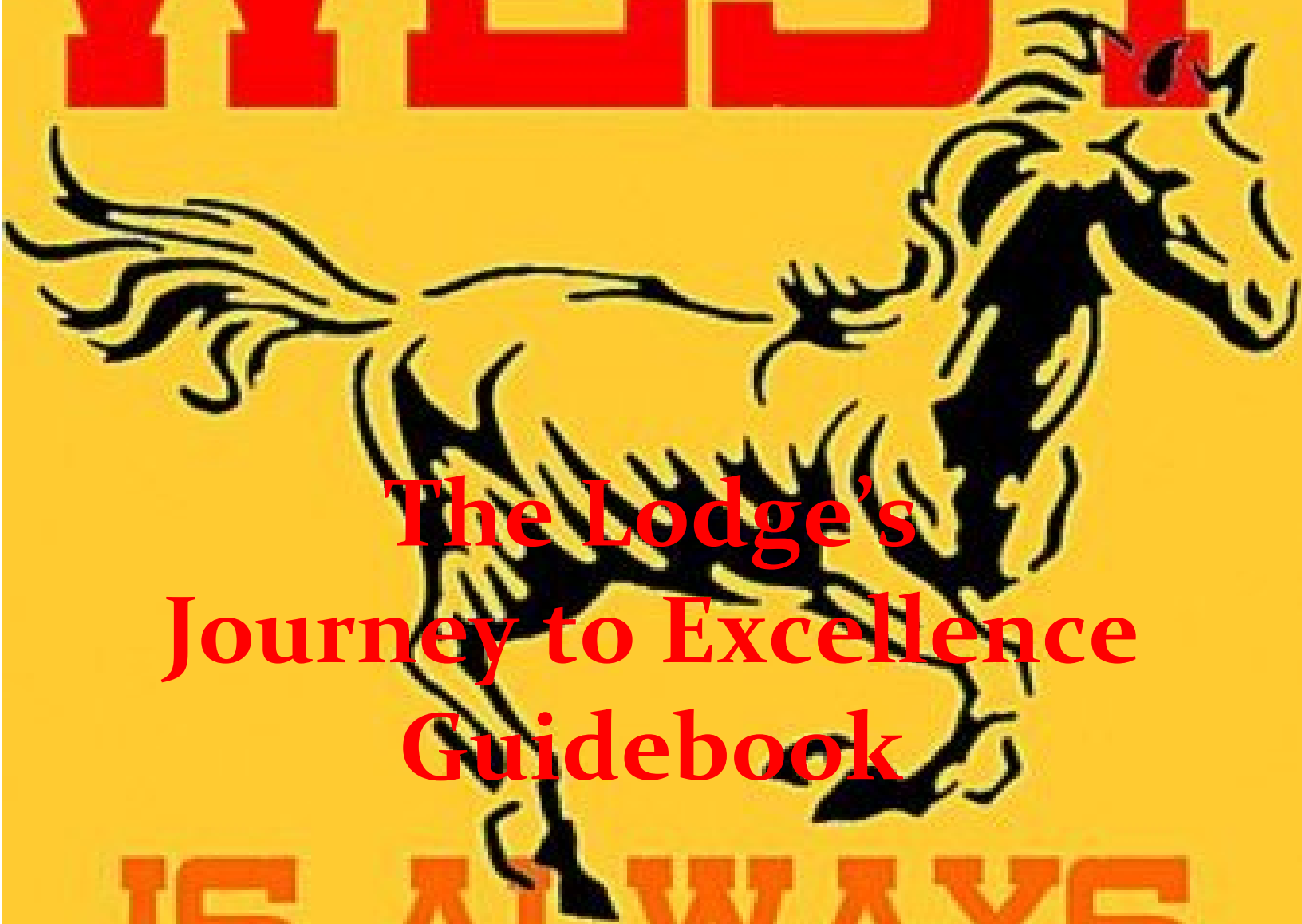


WEST



**The Lodge's
Journey to Excellence
Guidebook**

IS ALWAYS BEST!

This guidebook provides assistance and guidance to the Lodges in the Western Region to excel within the Journey to Excellence program.

*Created by the
Western Region Committee, Order of the Arrow, Boy Scouts of America*

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Understanding Journey to Excellence

When most people here the word "excellence" is given to something, thoughts of superiority or high quality is rendered to it. Yet that idea of excellence must be earned. With that in mind, the Boy Scouts of America has moved forward from the Quality Unit, District, and Council programs by with creating the Journey to Excellence program. This new program continues to emphasize the importance of having exceptional programs and units. Journey to Excellence does that while creating a progression from years prior and into the years to come.

The Quality Program focused on fulfilling a set of standards each year, which is critical to measure success. However, the program lacked flow from year to year. Every January 1st, the requirements and standards would be reset and the same expectations were laid out at all levels. Whether large or small in size, the expectation were the same for each level. Journey to excellence has established a new system, allocating points based upon the successful completion of goals and improvement from the prior year.

To cater to this new point system, four different levels have been established. The first is a non-achieving level only awarded when a total amount of points was not gained for the second level. The second level, Bronze Level, is very similar to the standards of the Quality program. Silver is the third level, showing basic improvements from the prior year with some level of difficulty. The top level, Gold, is awarded when exceptional levels of improvement is achieved from the previous year.

Journey to Excellence provides this new challenge, asking for improvement from the previous year to earn an equivalent or higher standing. Because of this, a plan must be implemented to create growth and transition from year to year that is fluid and healthy. Even though a unit may be extremely small or a council quite large, each has the opportunity to achieve the highest level of recognition based on their completion of planned goals.

User Guide

In the Order of the Arrow, we have adapted this very same strategy into our program in hopes of creating a new legacy of success. This has begun with challenging our Lodges to strive for excellence in five major areas: Finances, Membership, Program, Council Service, and Leadership and Governance. These five areas are directly linked to the success of a Lodge and its impact on the entire Scouting program of the Council. Each has a set of requirements that challenges the status quo of each Lodge, making them strive for higher levels of performance.

This Guidebook is a resource to Lodges in successfully planning and executing the requirements in the Journey to Excellence program. Each requirement is broken down for easy understanding while an outline or direction is given for Bronze, Silver, and Gold levels. These aren't rules, but just one of many possible paths for Lodges to take to achieve success. The content in this book will be most useful to the Lodge Key-3s in planning the direction for the Lodge, Lodge officers and chairmen to complete the assigned tasks in the JTE program, and Section Officers to assist and guide their lodges.

The JTE form can be found at: <http://www.oa-bsa.org/annc/g11/jte/>.

The requirements are reproduced below:

Journey to Excellence Requirements

	Finance	Bronze Level	Silver Level	Gold Level
<u>1</u>	Fiscal management: Develop and successfully execute a lodge annual budget.	Complete and follow an annual budget approved by the Lodge Executive Committee	Close the year with a positive operating balance (i.e., operate in the black)	Close with an operating balance at least as great as your budget projection
<u>2</u>	Contribution to Council: Contribute cash, materials or both to the Council.	Contribute an average of \$2.00 per lodge member	Contribute the equivalent of \$3.50 per lodge member	Contribute the equivalent of \$5.00 per lodge member
	Membership			
<u>3</u>	Membership impact: Experience positive growth in membership over the previous year. [REQUIRED]	Grow membership by at least 1	Grow membership by at least 1%	Grow membership by at least 3%
<u>4</u>	Ordeal completion: Complete induction of elected Ordeal candidates.	Complete induction of at least 60% of Ordeal candidates or 5% increase	Complete induction of at least 75% of Ordeal candidates or 5% increase over 60%	Complete induction of at least 90% of Ordeal candidates or 5% increase over 75%
<u>5</u>	Brotherhood completion: Convert eligible Ordeal members to Brotherhood. [REQUIRED]	Convert at least 30% or 5% increase over prior year	Convert at least 40% or 3% increase over 30%	Convert at least 50% or 3% increase over 40%
<u>6</u>	Membership retention: Improve retention rate of lodge members.	Achieve 50% or a 4% increase over prior year	Achieve 60% or a 4% increase over 50%	Achieve 70% or a 5% increase over 60%

Program				
<u>7</u>	Unit elections: Conduct unit elections in Council troops and teams desiring them.	Complete elections for at least 90% of requesting units	Complete elections for at least 95% of requesting units	Complete elections for 100% of requesting units
<u>8</u>	Section and national event attendance: Attend section and national events.	Set and achieve a lodge attendance goal at scheduled section & national events	Exceed the lodge attendance goal by 10%	Exceed the lodge attendance goal by 20%
<u>9</u>	Lodge communications: Maintain active communications within the lodge.	Have and follow a written lodge communication plan	Publish a lodge newsletter or update your lodge web site at least quarterly	Contribute to the Council newsletter or web site
<u>10</u>	Lodge event participation: Improve lodge membership participation at full lodge events.	Average at least 10% of lodge membership at all lodge events	Average at least 20% of lodge membership at all lodge events	Average at least 30% of lodge membership at all lodge events
<u>11</u>	Lodge planning: Maintain an active planning process that guides the lodge program and supports the Council Strategic Plan.	Have a written annual plan approved by the Council Scout Executive	Conduct an annual review and update of your plan in conjunction with a review of the Council Strategic Plan	Have an annual meeting with the Scout Executive to review your updated plan

<u>Council Service</u>				
<u>12</u>	Council service projects: Complete Scout Executive approved service project(s) on council property and in the community.	Complete project(s) equal to at least 2 hours of service per lodge member	Complete project(s) equal to at least 2.5 hours of service per lodge member	Complete project(s) equal to at least 3 hours of service per lodge member
<u>13</u>	Council camping support: Conduct camp promotion contacts to council troops and teams.	Complete contacts to at least 75% of units or 3% increase	Complete contacts to at least 80% of units or 3% increase over 75%	Complete contacts to at least 85% of units or 3% increase over 80%
<u>14</u>	Council program support: Provide OA member staff support for council and district program events.	Support 2 council or district events	Support 3 council or district events	Support 5 council or district events
<u>15</u>	Council designated support: Complete Scout Executive designated program support projects.	Complete one project	Complete two projects	Complete three projects
<u>Leadership and Governance</u>				
<u>16</u>	Lodge and chapter leadership: Conduct at least one LLD during the year with qualified instructors using current material.	Achieve at least 75% of eligible members trained or 3% increase	Achieve at least 80% of eligible members trained or 3% over 75%	Achieve at least 85% of eligible members trained or 3% over 80%
<u>17</u>	Annual report: Submit a written annual report of accomplishments to the Council Executive Board.	Written report submitted	Written report submitted and verbal report given to the Executive Board	Verbal report given by the Lodge Chief

Chapter 1 Finance

Requirement 1 – Fiscal management

Requirement 2 – Contribution to Council

The purpose of the Finance requirements is to ensure that your lodge maintains a solid budget so that the lodge is able to accomplish the Purpose of the Order of the Arrow at your local level. It accomplishes this in two ways: By giving your lodge's a financial internal structure for success and by pledging financial, or an equivalent source, support to your local council based on your lodge's membership.

Since Journey to Excellence is not Order of the Arrow specific and reaches across all of the Boy Scouts of America's programs, this requirement has effects that can be felt throughout the Scouting program, since the money and materials of the Lodge are all line items of each Council budget. The councils can use the support they gain from this to lend a hand to all of their other programs, activities, and services.

However, all this goes back like a boomerang to the initial requirement of having a lodge budget. None of the requirements can be done without having a backbone of money in the lodge, making these requirements aptly the first ones we encounter.

Requirement 1 - Fiscal Management

Understanding the Requirement

A sound lodge must be able to have the means to support its programs. Events are full of expenses: from food to activities, equipment to facility rentals, and there is no illusion that the things the lodge tries to do are free. Service projects can be expensive at times, and other more routine expenses can exist, such as if your lodge produces a newsletter and must pay postage or web hosting charges if your lodge rents a corner of the Internet. All of this means that a lodge must be able to safeguard its monies and use them according to a plan to ensure the success of its goals.

This requirement is basic in its principle: **Make a budget and stick to it.** Of course, there are additional things to consider in it, but in its purest sense, that is what it boils down to. But let's analyze this a little closer.

Requirement In-Depth

The Bronze requirement is simple enough: Create a budget. When creating your lodge budget, several people should be involved. Your lodge key three are givens, but if you have a lodge treasurer and a treasurer adviser, it would be strongly encouraged that they be in the discussions as well, as well as the lodge secretary, if you have one, who can assist with some administrative functions and record the progress. It can even be that the treasurer be in charge of drafting the budget in the first place, thus encouraging youth leadership even in this most vital part of lodge welfare. Once the budget has been created, the next step is to simply have the lodge executive board approve it, which can be done at any lodge business meeting.

The Silver and Gold levels merely branch off of this, and they amount to the actual following through with the budget. The Silver requirement asks that your lodge has more assets than it does liabilities. That is, not owing any debts and having money in its accounts. This can be done quite easily if your lodge carefully follows the budget you have in place. Be aware of what you have in your coffers and don't spend any more than what you can.

The Gold requirement expands further on this, asking that you follow not only the budget but also a projection of your costs. As a small example, let's say your lodge wants to do a service project and an estimation of the cost of the project is \$2,000. Your lodge budgets the money for this project and begins work on it. Unfortunately, your projected cost fell below the actual cost: Your plan was incomplete and you had to build more than you expected to do, costing an additional \$200. You fell short of the estimate, the projection, and as such did not meet the requirement. Now, this was just a small sample - your budget as a whole will govern the success of this requirement - but you will need to show the same caution all over the budget to achieve gold level.

Formula for Success

Creation of the budget is fairly straightforward once started. A budget should be made with layers, listing accounts and their incomes (debits)

and expenses (credits). Every expense and income should be covered to achieve maximum management ability in the lodge, and you should be as careful as possible to avoid forgetting an account. As you go on, you will almost certainly find other accounts you may have forgotten or that are brand new – don't fret about it, just plug it in to the budget and continue on. Microsoft Excel or another excel type is the best way to make a budget.

- Remember to involve the youth in the process
- Make sure to cover all expenses and incomes
- Use Microsoft Excel to produce the budget

Gold and Silver will come naturally as your lodge gains better insight and oversight on the financials of your lodge. For this, it would be best if your lodge treasurer (if you have one) play as active role as possible in this and work alongside his adviser and/or the lodge staff adviser. If you do not have a treasurer, it might be best to appoint a lead youth for this to provide greater involvement.

- Once you make your budget, stick to it
- Always be aware of how much money you have
- Appoint a youth treasurer to oversee the budget

One way some groups, unit to council level, make sure the money is used properly is to install safeguards in the distribution and collection of funds. In order for a check to be dispersed, it needs at least two signatures, one from the youth in charge (lodge chief or treasurer) and another from the adult in charge (lodge adviser, treasurer adviser, lodge staff adviser), that way the money is being used under good internal controls. Require joint signatures for all dispersals of lodge funds.

Also, when creating your budget, look at past budgets. It will be your best way to properly plan your budget for the coming year. As cliché as it sounds, the past does shape your future!

Point System and Level Attainment

Successful completion of the Bronze level of this requirement will be rewarded with 75 points, silver completion will earn the awarding of 100 points, and Gold accumulates 200 points.

Resources:

Lodge Financial Manual on the web at: <http://www.oa-bsa.org/pubs/LFM-2008.pdf>

Requirement 2 - Contribution to Council

Understanding the Requirement

This requirement is very similar to the old Quality Lodge requirement #9, and in fact, the Quality Lodge requirement was turned into the Bronze level requirement. The lodge should donate back to the council according to the membership in the lodge. This is done to reinforce the council and the council's other programs as well as to deliver the promise of service our Order strives to accomplish.

Requirement In-Depth

The formula to determine how much your lodge is to give is simple: To start with at least \$2.00 worth per member. Therefore, if your lodge has, 500 members who paid their dues, your lodge needs to donate a minimum of \$1,000 to the council to attain the Bronze level. For Silver, the lodge needs to give at least \$1,500. Finally for Gold, at least \$2,500 must be given. It is important that your lodge budgets this in when deciding on dues and other incomes so that you are prepared to give this to the council, if you decide to work on his requirement.

But the decision of how you plan to give back, however, is up to you. Your lodge can give simple money to the council, start a service project that benefits your council camp or anything else that can help the council. It is important that your lodge gives back to your council in a way that best suits the needs of the council you serve. A meeting between the lodge Key 3 and the Scout Executive might be very useful to determine how to best suits the council. Ultimately, it is up to the scout executive to decide with the lodge leadership.

Formula for Success

The first part to remember is to have the means to accomplish this goal, that is, have the money to do it. There are several ways you can do this, from raising the dues amount by at least \$2.00, making a fundraiser flap, promoting your lodge trading post and making things to sell there, or simply making a fundraiser event to gain income for this purpose.

- Make sure you have the money to contribute
- Take advantage of ways to make money, by either fundraiser, events, or patches

Secondly, ensure you meet the needs of your council and have open eyes and ears to what you can do. If your scout executive requests a service project, plan for it and take responsibility for it – this is all your lodge’s doing, the council should have little to do with the actual undertaking itself. This is the lodge’s time to strut its stuff and show that it can benefit the council. If your council has a membership that does not particularly assist the lodge, this is your chance to show what we are all about.

- Meet with your scout executive to determine what means of a contribution you can do
- If you have something in mind for a project, or if your lodge can only deliver money due to other reasons, go to your scout executive with an idea you can use
- Be sure that the lodge itself takes this task

Point System and Level Attainment

Successful completion of the Bronze level of this requirement will be awarded with 75 points, Silver completion will earn 100 points, and Gold is 200 points.

Resources

Lodge Financial Manual on the web at: <http://www.oa-bsa.org/pubs/LFM-2008.pdf>

Chapter 2 Membership

Requirement 3 – Membership Impact

Requirement 4 – Ordeal Completion

Requirement 5 – Brotherhood Conversion

Requirement 6 – Membership Retention

The four membership requirements in this category are critically intertwined into the entire Journey to Excellence requirements. Here are some examples:

Your unit elections (Requirement #7), Lodge communication (Requirement #9), and Lodge planning (Requirement #11) are all linked to achieving these membership requirements. And if you are able to achieve these membership requirements, in turn you strengthen your fiscal management (through dues) (Requirement #1), Contribution to council (Requirement #2), your Section and national event attendance (Requirement #8), Lodge event participation (Requirement #10), Council service projects (Requirement #12), and Council program support (Requirement #14). In addition, if you are a smaller Lodge a stronger membership will help your JTE Lodge and chapter leadership (Requirement #16) by giving you a larger pool of active dedicated Arrowmen to have in Lodge and Chapter Leadership.

In short: achieve a strong JTE membership and you will most likely achieve a majority of your JTE goals in other areas.

Requirement 3 - Membership Impact

Understanding the Requirement

The biggest key for a strong Lodge membership is growth. That is why this requirement is one of only two required JTE requirements. If you are doing well in your membership growth you are most likely doing well in your Ordeal completion, Brotherhood conversion, and Member retention (Requirements 4-6); in turn, if you are not doing well in your Ordeal completion, Brotherhood conversion, and Member retention you will most likely not have a membership growth.

Requirement In-Depth

This Requirement is directly tied to requirements 4-6 (Ordeal completion, Brotherhood conversion, and Member retention). To grow your membership you need to induct new members (Ordeal completion Requirement #4); to grow your membership you need to keep the members you already have (Member retention Requirement #6); and to keep your current members you need active involved members (Requirement #5 Brotherhood conversion).

Formula for Success

- Induct new members through the Formula for Success in Requirement #4, Ordeal completion
- Keep and engage your current membership through the Formula for Success in Requirement #5, Brotherhood conversion
- Keep and engage your current membership through the Formula for Success in Requirement #6, Member retention
- Maintain your Lodge Master data base

Point System and Level Attainment

This point system is straight forward: to earn the Bronze points you need to grow your membership by at least one person. To earn the Silver points you need to grow your membership by at least 1%. And to earn the Gold points you need to grow your membership by at least 3%. This requirement is *required* to achieve a JTE status; you need to achieve at least a bronze level in this requirement to achieve any JTE status.

Resources

Guide for Officers and Advisers Pages 14, 20, & 15 found on the web at:
<http://www.oa-bsa.org/resources/pubs/GOA-2010.pdf>

Requirement 4 - Ordeal Completion

Understanding the Requirement

This requirement gages the strength of your communication with candidates once elected as well as the candidate impression of the OA. Doing well in this requirement adds to your Lodge's growth (Requirement 3) and demonstrates several healthy components of your lodge. If you are doing well in this requirement you are most likely performing well in your unit elections, callouts, and communication with your candidates, and you most likely have a positive image and presence in your council.

Requirement In-Depth

There are four components in your Ordeal completion rate: Your Unit Elections, Call Out ceremonies, communication, and your image in your council. Your unit elections need to leave the elected candidates with a positive impression of the OA and to leave the other members of that unit (future candidates) with a positive impression as well. Your Call Out ceremony needs to be impressive and public in order to give candidates a sense of awe concerning OA membership and to do the same to spectators (future OA members). Your communication with candidates needs to be consistent between their callout and ordeal in order to keep them aware of the ordeal, keep them enthusiastic about the OA, and to make them a more active member of the OA after they complete their ordeal. Finally your image in your council needs to be positive, if your image is that of "a slave labor" group, or a boring chapter meeting setting then candidates may not go out of their way to complete an ordeal; but if your Lodge has an image of "Brotherhood, Cheerfulness, and Service" candidates may be willing to go out of their way to complete an ordeal.

Formula for Success

Unit Elections:

- Have properly trained election teams.
- Have a clear Lodge or Chapter organization for the assembling and training of election teams and the scheduling of elections.
- Follow the Formula for Success in requirement #7

Call Out:

- Have properly trained Call Out ceremony teams with full Indian regalia
- Perform Call Out ceremonies at Camporees, Summer Camp, Scout-O-Ramas, or other public Scouting events.

- Give candidates a packet of information at their Call Out; include Ordeal dates, Ordeal registration, Lodge/Chapter information, and information on the OA.

Communication:

- Have your OA troop reps help candidates in their troop prepare for their Ordeal and inform them about the OA before and after the Ordeal.
- Include Candidates on Lodge and Chapter mailing lists.

Image:

- Have a presence at Council and District events, publish fun Lodge in Council literature, publish a 'where to go camping guide', OA Unit Leaders guide, sponsor Council and District events, have an OA Day at Council Summer Camp, and/or support Arrow of Light Ceremonies.
- Have properly trained OA troops in as many Troops and teams as possible to professionally and knowledgably represent your Lodge and the OA

Point System and Level Attainment

There are two paths to earning the points for this requirement: To earn the Bronze points you need to induct at least 60% of your ordeal candidates. To earn the Silver points you need to induct at least 75% of your ordeal candidates. And to earn the Gold points you need to induct at least 90% of your ordeal candidates.

OR

To earn the Bronze points you need to induct at least 5% more than last year. To earn the Silver points you need to induct at least 5% more than last year and have at least inducted 60% of your current ordeal candidates. To earn the Gold points you need to induct at least 5% more than last year and have at least inducted 75% of your current ordeal candidates.

Resources

Guide for Officers and Advisers Pages 10-14, & 20-28

Guide to Inductions Chapters 1-6

(Both found at: <http://www.oa-bsa.org/resources/pubs/>)

Requirement 5 - Brotherhood Conversion

Understanding the Requirement

This requirement is the second of only two required JTE requirements, because this requirement gages your active, engaged, and informed membership. To grow your membership you need active members, these active members will continue to pay dues, positively represent the Lodge, and will be the foundation of your Lodge program; they will either become the leadership of your lodge or be the base you provide lode program for.

Requirement In-Depth

To understand Brotherhood conversion you need to understand that Brotherhood conversion is linked to active membership and active membership is linked to your lodge program and communication. A quality program (quality events) will keep members active and engaged in the OA and your communication will inform your members of your events and keep your members engaged in between your events.

Formula for Success

- Follow the image Formula for Success in requirement # 4, Ordeal completion
- Follow communication Formula for Success in requirement # 9, Lodge communications
- Have an active OA troop representative program
- Mail and email our information to your members
- Send a letter to ordeal members after they have been members for 10 months and inform them of opportunities to attain Brotherhood.
- Host brotherhood classes/walks and ceremonies at ordeals, summer camp, fellowships, and/or Chapter meetings.
- Post articles concerning Brotherhood in your news letter and your council news letter
- Have your OA Troop or Team inform eligible Brotherhood of opportunities to attain Brotherhood.

Point System and Level Attainment

There are two paths to earning the points for this requirement: To earn the Bronze points you need to convert at least 30% of your brotherhood eligible ordeal members. To earn the Silver points you need convert at least

40% of your brotherhood eligible. To earn the Silver points you need convert at least 50% of your eligible brotherhood.

OR

To earn the Bronze points you need to convert at least 5% more of your brotherhood eligible than last year. To earn the Silver points you need to convert 5% more than last year and have at least converted 30% of your current brotherhood eligible. To earn the Gold points you need to convert 5% more than last year and have at least converted 40% of your current brotherhood eligible. This requirement is *required* to achieve a JTE status; you need to achieve at least a bronze level in this requirement to achieve any JTE status.

Resources

Guide for Officers and Advisers pages 7-11, 16, 27-30

Guide to Inductions Chapters 4, 5, & 7

(Both found at: <http://www.oa-bsa.org/resources/pubs/>)

Requirement 6 - Member Retention

Understanding the Requirement

The primary sign of a healthy Lodge program is keeping the members you already have. If you have a quality lodge program that effectively communicates and engages members they are more likely to continue to pay lodge dues. And of course to grow your membership in requirement #3 you have keep your current members.

Requirement In-Depth

Similar to requirement #4, (Brotherhood conversion) member retention is closely linked to a program that engages members and communicates with members. The two keys are: to have a program that communicates with members so they know what's going on and that they have to pay dues; and to have a program that is worth coming back to every year.

Formula for Success

- Follow the Formula for Success in Requirement #5, Brotherhood conversion
- Mail out reminders to your current members concerning dues

- Have an online dues payment option to increase accessibility
- Post articles concerning dues in your news letter and your council news letter
- Mail out your membership cards; consider issuing membership cards in the form of post cards to reduce cost and to increase your positive image.
- Have your OA troop reps inform OA members of their Troop or Team of upcoming OA events and other Lodge and Chapter news.
- Have your OA troop reps remind OA members in their Troop or Team to pay their dues.

Point System and Level Attainment

There are two paths to earning the points for this requirement: To earn the Bronze points you need to retain 50% of your members. To earn the Silver points you need to retain 60% of your members. To earn the Gold points you need to retain 70% of your members.

OR

To earn the Bronze points you need to retain at least 4% more of your members than last year. To earn the Silver points you need a 4% increase in retention over last year and have at least a 50% current retention rate. To earn the Gold points you need a 5% increase in retention over last year and have at least a 60% current retention rate.

Resources

Guide for Officers and Advisers pages 7-10, 14, & 16

(Found at: <http://www.oa-bsa.org/resources/pubs/GOA-2010.pdf>)

Chapter 3 Program

Requirement 7 – Unit Elections

Requirement 8 – Section and National Event Attendance

Requirement 9 – Lodge Communications

Requirement 10 – Lodge Event Participation

Requirement 11 – Lodge Planning

The program area of the Journey to Excellence program will primarily focus on lodge operations and planning. This area will cover membership, attendance at events, and planning. As a lodge achieves the minimum standards, they will be able to set need-specific goals for their lodge. The distribution of such power to the lodges, rather than the national committee, will allow lodges to continue to grow in the most critical areas.

Requirement 7 - Unit Election

Understanding the Requirement

Vital to the success of the Order of the Arrow, is the ability to provide successful unit elections to troops and team. As an order, our primary focus is to serve the unit. Requirement 7 requires that a level specific percentage of elections be conducted for those troops or teams who request and election.

Requirement In-Depth

In order to successfully complete this requirement, the lodge must provide unit elections to all requesting troops and teams. The various levels require different percentages of delivery, but all require the lodge to provide those elections. By providing the unit elections, lodges will benefit by:

- Higher Candidate Retention
- More public Awareness
- More unit involvement

In an effort to complete these standards, lodges should establish committees and appoint arrowmen to lead unit elections. These arrowmen should then recruit and train unit elections teams. The lodge should contact each unit in the council, asking if an election may be provided. If the election is permitted, the lodge should assign an election team. These teams should contact the scoutmaster, conduct the election, and report

back to the lodge. If a scoutmaster or coach does not respond, the lodge should attempt personal contact, as each unit is vital in completing this requirement.

Formula for Success

- Contact Scoutmasters and Coaches. At the beginning of each year, send out letters and emails to all scoutmasters and coaches introducing the Order of the Arrow, and invite them to hold an election. Provide them with contact information for the Lodge Chief or his designee.
- Create website. Whether it is on the lodge website, or on a separate website; post information regarding unit election. Allow scoutmasters to sign up for an election online, and arrange for election teams to submit election results via the web. This will allow a more organized way of contact, and easier access for all.
- Train election teams. Assist chapters in the training of election teams, and organize various training seminars for teams to attend. Provide the election teams with all needed materials, and scoutmaster or coach contact information.

Point System and Level Attainment

As a lodge, you will always want to aim for the best; however, you may fall short. Here is the breakdown of the point values you will receive for your elections:

Bronze-75 points: Complete elections for at least 90% of requesting units.

Silver-100 points: Complete elections for at least 95% of requesting units.

Gold-200 points: Complete elections for 100% of requesting units.

Resources

The following resources may be useful in organizing and conducting unit elections.

Guide for Officers and Advisors (<http://www.oebsa.org/resources/pubs/GOA-2010.pdf>)

OA Handbook

Guide to Inductions (<http://www.oebsa.org/resources/pubs/gti/>)

Requirement 8 - Section and National Event Attendance:

Understanding the Requirement

Essential to the success of a lodge, is the ability to learn from others throughout the section and nation. Through attendance at section and national events, lodge members will be able to gain valuable experience, and exchange ideas. Therefore, requirement 8 mandates attendance at section and national events.

Requirement In-Depth

Rather than having the national committee set a minimum section and national attendance number for each lodge, lodges will be able to determine their own goal. The lodge leadership will be able to set a certain number for attendance as their base number. This base number will also fulfill the “bronze” level requirements. Lodges should set an achievable, but worthy goal, by reviewing past years’ attendance levels, and lodge membership. Using this information, they should determine how many members were currently active, and what percentage of those attended. They should then raise the percentage 5%-10%, and calculate how many members attending events should be their goal. The lodge should also consider travel, and type of events before setting a goal.

Once the goal has been set, the lodge should appoint a section and national events promotion leader. This arrowman should be responsible for promoting these events throughout the lodge. Lodge leadership should present the and promote at chapter and district meetings in addition to lodge events.

Formula for Success

- Promote! Through the use of electronic and hard copy means, lodges will able to distribute accessible information and promote events efficiently. While using electronic means, do not forget to also provide hard copy information as often as possible.
- Coordinate. Through lodge and chapter coordination, section and national event attendance will grow substantially. Chapters will be able to work as an arm for the lodges, and members will be more informed.

Point System and Level Attainment

As the lodges set a base number, they will also be able to gain points for exceeding their original goal. The following is the level and point breakdown:

Bronze-25 points: Set and achieve a lodge attendance goal at scheduled section and national events.

Silver-50 points: Exceed the lodge attendance goal by 10%.

Gold-100 points: Exceed the lodge attendance goal by 20%

Resources

The following will be useful in achieving your goals:

National OA web site: <http://www.oa-bsa.org/>

Guide to Officers and Advisers (<http://www.oa-bsa.org/resources/pubs/GOA-2010.pdf>)

National Bulletin (<http://www.oa-bsa.org/bulletin/>)

Requirement 9 - Lodge Communications

Understanding the Requirement

Because communication is the foundation for success, a lodge must communicate often. Through the fulfillment of requirement #9, lodges will be able to improve efficiency by an increase in communication. The active communications will result in an increase of attendance at lodge events, a growth in membership, and a more informed lodge

Requirement In-Depth

In order to meet the minimum standards, lodges must develop a written communication plan. This plan should include, but not be limited to: website update dates, newsletter publication dates, email dates, calling assignment, and other pertinent information. For the silver level the lodge must also publish a lodge newsletter, or update the website quarterly. The lodge newsletter should feature: lodge and chapter calendars, chief's message, spotlights, and summary of past events. In addition, for gold, a lodge must also contribute to the council website or newsletter. Such a contribution may include upcoming events, or a summary of activities.

Formula for Success

- Develop a plan. At the yearly retreat, or first LEC, the lodge should develop an in-depth plan for communication. The plan should include individual assignment, backdating, and information as to the purpose of each communication. While this plan may be added to, all parts should be followed.
- Assign. Assign a member of the LEC, or other lodge member to lead lodge communications. This appointee should be responsible for all emails, and newsletters. He should involve others in gathering information, and publication. The lodge chief should work with him continuously.

Point System and Level Attainment

While the most success will come from going above and beyond your communication plan, it may take time to submit to the council website or send out a lodge newsletter. The following is the breakdown of the points from communication:

Bronze-25 points: Have and follow a written lodge communication plan.

Silver-50 points: Publish a lodge newsletter or update your lodge web site at least quarterly.

Gold-100 points: Contribute to the Council newsletter or web site.

Resources

The following resources will be valuable in your lodge communications:

Guide for Officers and Advisors (<http://www.oa-bsa.org/resources/pubs/GOA-2010.pdf>)

OA Style and Branding Guide (<http://www.oa-bsa.org/resources/pubs/brandingandstyleguide.2011.09.02.pdf>)

OA Handbook

Requirement 10 - Lodge Event Participation

Understanding the Requirement

A lodge cannot fully function without the participation of its members, as they ARE the lodge. Membership attendance at lodge events is essential to maintain lodge activity and growth. Seeing this, lodges must show that a specified percentage of their lodge is in attendance at each lodge event.

Requirement In-Depth

A lodge's success can be most judged by the percentage of its membership it has in attendance at lodge events. At least ten percent of the lodge must be in attendance at lodge events (ordeals, fellowships, banquets, LLD's) in order for that lodge to meet the minimum attendance requirements. If a lodge has 20% of its members in attendance at all events, then they qualify for a higher level. If a lodge exceeds 30% membership attendance, they are a golden lodge. The benefits from higher lodge attendance include more active membership and more exponential growth.

Some key ways to promote growth include promotion and quality. When a person attends a quality event, they are more likely to attend another and bring friends with them. Therefore, planning a quality event will stimulate attendance. Secondly, when a person does not know of an event, they cannot attend. The biggest way to stimulate event attendance is promotion. This promotion can include phone calls, email, letters, or live presentations.

Formula for Success

- Lodge event attendance rate= $\frac{\{\text{Average event attendance}\} * 100}{\{\text{Total lodge membership}\}}$
- Average event attendance= $\frac{\{\text{Sum of attendance at all full lodge events}\}}{\{\text{Total number of full lodge events}\}}$
- Communicate. Develop a plan to communicate and follow that plan. Spread your message and promote your events so that all will be informed!

Point System and Level Attainment

In a perfect world, 100% of the lodge membership would attend each lodge event. Unfortunately we don't live in a perfect world, so here is the JTE point and level breakdown for attendance numbers.

Bronze-25 points: Average at least 10% of lodge membership at all lodge events.

Silver-50 points: Average at least 20% of lodge membership at all lodge events.

Gold-100 points: Average at least 30% of lodge membership at all lodge events.

Resources

The following resources will be valuable in creating a lodge program plan:

Guide for Officers and Advisors (<http://www.oebsa.org/resources/pubs/GOA-2010.pdf>)

OA Handbook

LLD Planning Guide (<http://www.oebsa.org/resources/pubs/LLD-Planning-Guide.pdf>)

Requirement 11 - Lodge Planning

Understanding the Requirement

Every lodge should follow the 5 P's: Prior planning prevents poor performance. When a lodge creates a strategic plan that it follows, is less likely to fall astray. Therefore, the JTE program requires lodges to do this essential planning.

Requirement In-Depth

In order to fulfill the minimum standards prescribed by requirement #9, the lodge must have an annual written strategic plan approved by the scout executive. This plan should include dates for events, promotion plans, and council service. Furthermore, to obtain the silver level, a lodge must annually review and update their plan in conjunction with the council strategic plan. The lodges plan should at all times support and uphold the council strategic plan. In order to obtain gold, the lodge leadership must annually meet with the council executive to review the plan and updates. This meeting will also help to improve council relations, and discuss ways the lodge can serve the council in the future.

Formula for Success

- Plan to plan. At the end of the year, the lodge should begin to create the next years plan. The key 3 should read the council strategic plan, and establish ways to support it. The LEC should then create their own plan to submit to the council executive.
- Meet. At the end of each year, meet with the council executive. Review the past years plan, and examine its success' and failures. After reviewing, update the next years plan with the council executive. This

is also a great time to gain council assistance and discuss any problems.

Point System and Level Attainment

While the most success will come from going above and beyond your communication plan, it may take time to submit to the council website or send out a lodge newsletter. The following is the breakdown of the points from communication:

Bronze-25 points: Have a written annual plan approved by the council scout executive.

Silver-50 points: Conduct an annual review and update of your plan in conjunction with a review of the council strategic plan.

Gold-100 points: Have an annual meeting with the council scout executive to review the updated plan.

Resources

The following resources will be valuable in creating a lodge program plan:

Guide for Officers and Advisors (<http://www.oa-bsa.org/resources/pubs/GOA-2010.pdf>)

Chapter 4 Council Service

Requirement 12 – Council Service Projects

Requirement 13 – Council Camping Support

Requirement 14 – Council Program Support

Requirement 15 – Council Designated Support

The Order of the Arrow in the Brotherhood of Cheerful Service; service is also at the core of two of the points of the OA's purpose: "Promote camping..." and "Crystallize ... helpfulness." Your Lodge's service also further incorporates you further as an "integral part of" you're Council. As you can see, Service is at the core of the Order of the Arrow, or more specifically: Council Service.

Aside from the most common individual benefits from service, service also has many practical benefits for your Lodge including creating a positive image, getting your Lodge name recognition in your Council's units, and improving your Council's program and Camps.

Requirement 12 - Council Service Projects

Understanding the Requirement

Often the simplest and most common form of service, service projects are the most recognizable and effective form of service for your council and community. This requirement simply measures the amount of man hours you give to your Council and community through Service Projects.

Requirement In-Depth

This requirement allows for a variety of different service projects, you can use hours from projects that benefit your council camps, council service center, other council properties, and your community. And remember, this requirement does not exclude the service hours you accumulate during ordeals, so be sure to count those hours, as long as they were accumulated through service projects for your Council properties or community.

Formula for Success

- Host service projects in conjunction with other events, in order to ensure manpower.

- Conduct meaningful service projects during your Ordeals.
- Conduct community service projects through your chapters.
- Consider a Service Committee to help plan and conduct Lodge service projects.
- Include descriptions of your Service Projects in your annual report.

Point System and Level Attainment

To earn the Bronze points you need to conduct 2 hours of service for every Lodge member you have.

To earn the Silver points you need to conduct 2.5 hours of service for every Lodge member you have.

To earn the Gold points you need to conduct 3 hours of service for every Lodge member you have.

Resources

Lodge Community Service Guide (<http://www.oa-bsa.org/resources/pubs/OACommunityServiceGuide.pdf>)

Requirement 13 - Council Camping Support

Understanding the Requirement

This requirement gages the strength of your fulfillment of the second point of the OA's Purpose: Promote camping. Camping is also a key component of serving your council and units, because camping is one of the most important, if not the most important activity that scouting units can participate in to enhance their program; and your Council's Summer Camp is one of the largest out reaches that your Council possesses. By encouraging units to camp more and by encouraging more units participate in your Council's Summer Camp you can have one of the largest possible impacts on scouting units, your council, and individual scouts.

Formula for Success

This requirement gives you a lot of freedom on how to conduct camping promotion; all you have to do is "Conduct camp promotion to council troops and teams." There are a variety of methods that you can use to conduct camping promotions including, but not limited to: Unit

visitations, emails, mailing literature, phone banks, conducting camping promotion during unit elections, and/or publishing a “where to go camping guide” and distributing it electronically or physically to your Council’s units annually.

Requirement In-Depth

- Consider a Camping promotions committee to organize and execute whatever method or methods your Lodge chooses to use in promoting camping.
- Discuss the promotion options with your Council Camping committee (and/ or your Scout Executive) and get their approval before you start, work in conjunction with their promotions if possible.
- Verify that your promotion contacts were made, epically if they were electronic or mailed.

Point System and Level Attainment

There are two paths to earning the points for this requirement: To earn the Bronze points you need to complete contacts with at least 75% of your units. To earn the Silver points you need to complete contacts with at least 80% of your units. And to earn the Gold points you need to complete contacts with at least 85% of your units.

OR

To earn the Bronze points you need to complete contacts with at least 3% more of your units than last year. To earn the Silver points you need to complete contacts with at least 3% more than last year and have contacted at least 75% of your units. To earn the Gold points you need to complete contacts with at least 3% more than last year and have contacted at least 80% of your units

Resources

Manual for Producing a "Where to Go Camping Guide" (<http://www.oa-bsa.org/resources/pubs/ProducingWheretogoCamping.pdf>)

Requirement 14 - Council Program Support

Understanding the Requirement

After promotions, manpower is one of the greatest aids for Council and District events. This requirement measures how well your Lodge is able to supply man power in the form of staff for council and district events.

Requirement In-Depth

You are given a lot of freedom in this requirement, at max you are only required to supply staff for 5 Council and/or District events; and your lodge gets to choose what events you support. You can support District Camporees, Council Camporees, Scout Shows, Scout-O-Ramas, Camp Work Days, council dinners, awards banquets, Training events, Summer Camp, Cub Scout day camps, and/or any other events your council hosts. And remember, you can also support events through your Chapters (like district Camporees). This can be really simple to achieve, if you have four chapters and they all support their district's Camporee you're almost to the gold!

Formula for Success

- Find out what events your council or districts need the most help staffing.
- Consider a "Service Corps" in your Lodge to call on to help staff events.

Point System and Level Attainment

To earn the Bronze points you need to supply staff to 2 council or district events.

To earn the Silver points you need to supply staff to 3 council or district events.

To earn the Gold points you need to supply staff to 5 council or district events.

Requirement 15 - Council Designated Support

Understanding the Requirement

This Requirement replaces the old optional "create your own" requirements in the old Quality Lodge. This requirement shows how well you can set and achieve goals. The goals of "projects" in this requirement

are meant to challenge your Lodge and directly or indirectly benefit your Lodge and Council.

Requirement In-Depth

You are given a lot of freedom in this requirement; you can do almost anything as long as it is approved by your Scout Executive. But as stated above, the projects chosen should challenge your Lodge and directly or indirectly benefit your Lodge and Council.

For examples look at “Examples of item 15” on page three of the Journey to Excellence requirement and score sheet. You may notice that many of the subjected goals relate to other JTE requirements, like committing a certain amount of Lodge members to attend OA High Adventure (falls under national Event attendance). This is okay and in fact encouraged; this reinforces other JTE requirements and places stronger emphasis on areas your Lodge needs to improve on.

Formula for Success

- Develop these goals in a meeting with your Scout Executive.
- Set out to complete one or two projects then are required for the level you are trying to get, just in case you are unable to achieve a requirement.

Point System and Level Attainment

To earn the Bronze points you need to complete one project.

To earn the Silver points you need to complete two projects.

To earn the Gold points you need to complete three projects.

Chapter 5 Leadership and Governance

Requirement 16 – Lodge and chapter leadership

Requirement 17 – Annual report

The backbone of the Order of the Arrow program is in the youth leadership that ultimately runs it. This is felt from the most basic functions of a chapter, such as meetings and crossover ceremonies, to national events such as NOAC. However, in order to run the program effectively, the youth should be aware of their jobs and the basics of leadership to perform their duties. No national chief was elected without first starting out on the lodge and chapter level as the foundation for their Order of the Arrow experience. Leadership on the lower two tiers is what this requirement is about, forming the foundation of leadership experience for everyone.

Additionally, these requirements strive to improve the program of the lodge as a whole, starting with the leadership training and then testing the abilities of the lodge and the lodge chief himself with a report to the lodge executive board. This serves as a pinnacle of leadership, when the lodge chief is able to not only stand before the board of adults but also give them a review of everything the lodge, under his direction, was able to accomplish. It should be every lodge chief's goal to give a positive image when he does the report.

As a result, this requirement challenges the lodge to train and improve their leadership but to utilize the leadership pool they have to improve their program. Perhaps it is fitting that this requirement comes last, because it nearly wraps all the other requirements in one neat package.

Requirement 16 - Lodge and Chapter Leadership

Understanding the Requirement

The Lodge Leadership Development (LLD) program exists to train and strengthen the leaders in chapter and lodge positions in the Order of the Arrow. This requirement is intended to reinforce the purpose of this program by making it a point for your leaders to go through the program so that they can be better suited for their tasks and responsibilities. The levels of this requirement are rather straightforward and require a

percentage of trained eligible members, with the percentage being raised each level. An “eligible member” can be defined as any chapter or lodge officer and committee chairman, and can be expanded to committee members if the lodge deems it. The official definition can be left up to the lodge itself, though it is recommended that the definition remain consistent year after year and that the percentages are not inflated.

Requirement In-Depth

For the Bronze achievement, the requirement asks for at least 75% of the eligible members be trained in an LLD program. If you have 30 members who hold office, at least 23 members should be trained in an LLD. If this is not your first year fulfilling this requirement, all you need to have is at least a 3% increase in trained eligible membership from the previous year. If you only had 20 members trained last year (a 67% LLD achievement assuming 30 are eligible) a 3% increase means having at least one more person go through LLD.

For Silver, at least 80% of the eligible membership must go through LLD, or have an improvement of 3% from the previous year and have at least 75% of current eligible members in attendance. As an example, if last year you had 22 members attend (73%) you need 1 more member to attend to meet this Silver qualification ($23/30=76\%$, an increase of 3% and this is at least 75%)

Likewise, for the Gold level, at least 85% of the eligible membership must go through an LLD program or an improvement of 3% from the previous year and have at least 80% of current eligible members in attendance. As an example, if last year you had 23 members attend (77%) you need 1 more member to attend to meet this Gold qualification ($24/30=80\%$, an increase of 3% and this is at least 80%)

Formula for Success

Putting on an LLD program will be the hardest part of the requirement. Suggested leaders of the course may be a training chairman for the lodge or a current or past lodge chief. The youth in charge is then to find trainers for the course. Qualified trainers can include past lodge officers or youth who have already gone through the course and have experience to share

with the others going through the LLD. The immediate past lodge chief would be great for this task.

- A youth should be in charge of overseeing the course
- Possible chairmen can be any youth who has gone through LLD before, though ideally has a leadership position in the past or present
- Trainers should come from a pool of exemplary trained leaders

The LLD can also include trainers from neighboring lodges, and you can petition the section to recommend the best trainers from the area for LLD staff. Mixing it up a little bit can be conducive to spreading the leadership think-tank in your lodge and help mix the best ideas. But remember to just have a couple out-of-lodge trainers at most – this is your lodge’s LLD, after all, so don’t go overboard. In smaller lodges, clustered together, though, it is possible to have multiple lodges conduct a shared LLD program. In the end, it is all about training your new leaders, not rigidifying lodge traditions.

- Bring in trainers from other lodges to share ideas and skills
- Ask your section if they can recommend some of the best trainers
- Remember to only have a couple out-of-lodge members at most
- Smaller, clustered lodges can do co-LLD programs

The next step is to promote the LLD. As soon as a new officer is elected or selected, make sure they are aware of the next LLD and push them to attend. Your advisers can help with this, too. At least every chapter chief and another representative from each chapter should attend, and every lodge officer who has not gone through LLD should go by virtue of their responsibilities. Promoting the LLD from the start can ensure that you will get the most representation of the lodge and chapters at the LLD, so start planning and promoting early. If your lodge also has a newsletter, you can send reminders in it, too.

- Promote the LLD early and start planning it as soon as feasible
- Remind new officers of the opportunity from their start
- Include news of the LLD in lodge newsletters and publications

Point System and Level Attainment

If your lodge reaches Bronze level, you will be awarded 25 points, Silver level will receive 50 points, and Gold level will receive 100 points.

Resources

LLD Planning Guide (<http://www.oa-bsa.org/resources/pubs/LLD-Planning-Guide.pdf>)

LLD official website (<http://lld.oa-bsa.org/2012/>)

Past NOAC and Section Conclave Training Classes

Requirement 17 - Annual Report

Understanding the Requirement

This requirement is very similar to requirement #10 in the old Quality Lodge program. Every lodge should communicate with its home council about its activities and show the positive effects it has on its members and the council through its programs and services. A great way to accomplish this communication is by delivering an annual report to the council executive board itself by several different means. This report can be made public for others to see and can be a great way not only to demonstrate its effectiveness to the council board but also for regular members of the lodge to see exactly how much their lodge has accomplished.

Requirement In-Depth

The lodge should be an integral part of the local council, but many times there is a severe disconnect between the lodge and the council board in which the board is only vaguely aware of the activities of the lodge. While this disconnect can be a symptom of many reasons, the best and most efficient way to solve it is by making an annual presentation to the board about what the lodge has been doing. While in some cases it is seen as a formality, the truth is it is a valuable way to showcase the effectiveness of the Order of the Arrow program in the council and remind the board of the good the Order and its youth can achieve. The latter point is also the reason why the Gold standard of the requirement is for the lodge chief himself to deliver the report; having a youth to give the report orally is the finest way to show the involvement of the youth in the program.

A good connection, or at the very least a good awareness, between the lodge and the council can be very beneficial to both parties, since the board, if satisfied with the usefulness of the lodge program, can give the lodge more resources and/or projects, or even become aware that the lodge can be used as a veritable multi-tool for promotion, service and value reinforcement. In this way, this requirement bears some similarities to the old Quality Lodge requirement #7, in which the lodge identifies, with the council board, ways to better serve and cooperate more effectively with the council programs. The report can become a forum for finding out that sort of information and serve to better the programs on both sides of the fence.

Formula for Success

These reports can include just about anything the lodge has had a hand in doing. Common practices include mentioning how many new Ordeal members were inducted, Brotherhood conversion rates, details on service projects performed and how many hours of service were donated, event summaries as well as other milestones that occurred throughout the last annual cycle.

- Include in-depth information on the activities of your lodge
- Feature statistics and direct information that illustrates how your lodge is operating

It must also be remembered that this report can't be simply bogged down with numbers and information. Be sure to spruce the report up! Be creative in how you present the information. If you do a written report, be sure to provide suitable graphs and images to show how your lodge is doing, don't just resort to simple numbers and digits. If you decide to present an oral report, don't drone on! Use aids such as a PowerPoint slide presentation and have handouts, too, with some highlights.

- Be creative with your written report; make it as presentable and personal as possible. Remember that a picture is worth a thousand words, so use images to your advantage
- Feature before and after pictures of service projects done

- Use presentation aids such as a PowerPoint or picture slideshow if you opt for an oral presentation

As a general rule, you should also be as prepared as possible. If doing an oral report, you should send a written report in at least a week before the presentation day. This ensures that the board has time to read the report and formulate any questions they may have on it. Likewise, you should prepare as well for the report by having answers at the ready and carrying handouts with key information points for the meeting.

- Carry handouts with key points for the presentation meeting
- Send a written report in at least a week ahead of the presentation
- Have answers to important questions ready

Point System and Level Attainment

If your lodge reaches Bronze level, you will be awarded 25 points; silver level will award you 50 points, while Gold level will award you 100 points.

Resources

Lodge Annual Report Template

<http://www.oa-bsa.org/resources/lodge/annualreporttemplate.htm>

Frequently Asked Questions

Q: Why are requirements 3 and 5 in the Membership section required?

A: Membership growth and Brotherhood conversion are both fundamental in the success of a Lodge. Without increasing membership, program will decline. Similarly, without having Brotherhood conversion, membership will not rise as members become uninterested and uninvolved in the program.

Q: What are good resources for our Lodge?

A: Guide for Officers and Advisers (<http://www.oa-bsa.org/resources/pubs/GOA-2012.pdf>), National Website (www.oa-bsa.org), Western Region Website (www.western.oa-bsa.org), Field Operations Guide (<http://www.oa-bsa.org/resources/pubs/FOG-2012.pdf>), Guide to Inductions (<http://www.oa-bsa.org/resources/pubs/gti/>), Chapter Operations Guide (<http://www.oa-bsa.org/resources/pubs/cog-2012.pdf>), Lodge Advisers Handbook (<http://www.oa-bsa.org/resources/pubs/lodgeadviserhandbook-2012.pdf>), the 2009 Western Region Quality Lodge Guidebook, your Lodge Rules, Section Officers and Advisers, Past Lodge Officers and Advisers, Scouting Professionals, and the Journey to Excellence Guidebook!

Q: What happens if we don't meet our goals?

A: One of the great parts of the JTE program is that if you don't meet the goals you planned for this year, you now have a better idea of what is realistic for a goal next year. Each part is a learning opportunity for you to succeed. If you don't succeed at first, make adjustments and find what works for you.

Q: What if our Lodge is small? We can't expect to stay with the other larger lodges in our Section.

A: Journey to Excellence isn't about competing for higher percentages and statistics, it's about meeting goals and achieving growth. A large lodge and

a small lodge can both earn Gold level by achieving their own goals, though the numbers might not be the same.

Q: How do we set our goals?

A: SMARTly! Is your goal SPECIFIC? Is your goal MANAGEABLE? Is your goal ACTION-ORIENTED? Is your goal REALISTIC? IS your goal TIMELY? Consider these five ideas when planning your goals for Journey to Excellence. If you do, your goals will be attainable and fit your plan.