Field Operations Guide

National Organization
Section Rules
Lodge Assistance Program
Section Conclave
Section Training

BOY SCOUTS OF AMERICA®

ORDER OF THE ARROW
FIELD OPERATIONS GUIDE

BOY SCOUTS OF AMERICA

Revised 2013

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Preface

INTRODUCTION

The *Field Operations Guide* provides information on the field organization and operations of the Order of the Arrow at the national, region, and section levels. The *Field Operations Guide* is available for download and printing at the Order's official Web site, *http://www.oa-bsa.org*, and should be used by all section officers and advisers.

Chapter 1 covers the national and region organizations, national Order of the Arrow committee, national program, and national planning meeting. The procedures for electing the national officers and their responsibilities are also provided.

Chapter 2 contains the Section Rules that govern all aspects of Order of the Arrow section operations. These are national policies and as such, govern the development, organization, and operation of the inter-council activities of the Order of the Arrow. This publication supersedes all previous printings, previous Section Rules and any other instruments governing, or in use, by the section for inter-council organizations or activities.

Chapter 3 details the Lodge Assistance Program. This is the program that defines the monitoring and mentoring relationship of the section to its lodges. The whole purpose is to help the lodges achieve Journey to Excellence performance recognition.

Chapter 4 is devoted to the section conclave. It has useful tips on planning which, when combined with Chapter 5 and the Appendix, provide a wealth of ideas and information on the "how to" of the section conclave.

Chapter 5 discusses the various types, venues, and methods the section provides training for its lodges. This includes offerings at council of chiefs meetings and at the section conclave.

Additional resource materials are found in the Appendix. Appendix 1 contains several tips for trainers and training outlines; Appendix 2 has suggested guidelines for American Indian dance and singing competitions; and Appendix 3 contains the guidelines for ceremony team evaluation.

At the conclusion of the section conclave, it is the responsibility of the section chief completing his term at the conclave to prepare and submit a report on the conclave. The format for the Conclave Reports is included in Appendix 4.

Appendix 5 contains valuable information regarding council mergers and the role of the Order of the Arrow. Appendix 6 presents the process to be followed in a region realignment of the councils that make up the sections. Appendix 7 addresses section officer performance issues. Appendix 8 provides the detailed procedure for electing the national chief and national vice chief.

SCOUTING'S NATIONAL HONOR SOCIETY

NATIONAL ORDER OF THE ARROW COMMITTEE

The national Order of the Arrow committee, a support committee of the national Outdoor Adventures Committee, sets policy and directs the program of the Order. The Order has more than 171,000 members nationally, organized into more than 300 lodges, grouped into sections of the four regions.

The volunteer leader is the chairman of the national Order of the Arrow committee. The chairman is appointed annually by the chairman of the national Outdoor Adventures committee. Members of the national Order of the Arrow committee are appointed annually by their chairman.

The staff advisers to the national committee are the director of the Order of the Arrow and the OA specialist. These individuals are national professional Scouters. The national chief, national vice chief, immediate past chief, and immediate past vice chief serve as youth members on the national committee along with approximately 50 other Arrowmen.

To implement and manage the program of the Order of the Arrow, the national committee is organized as follows:

- Communications and Technology Development
- Financial Operations and Strategic Planning
- National Events and 100th Anniversary
- Outdoor Adventures
- Recognition, Awards, History, and Preservation
- Region and Section Operations
- Training
- Unit, Chapter, and Lodge Support

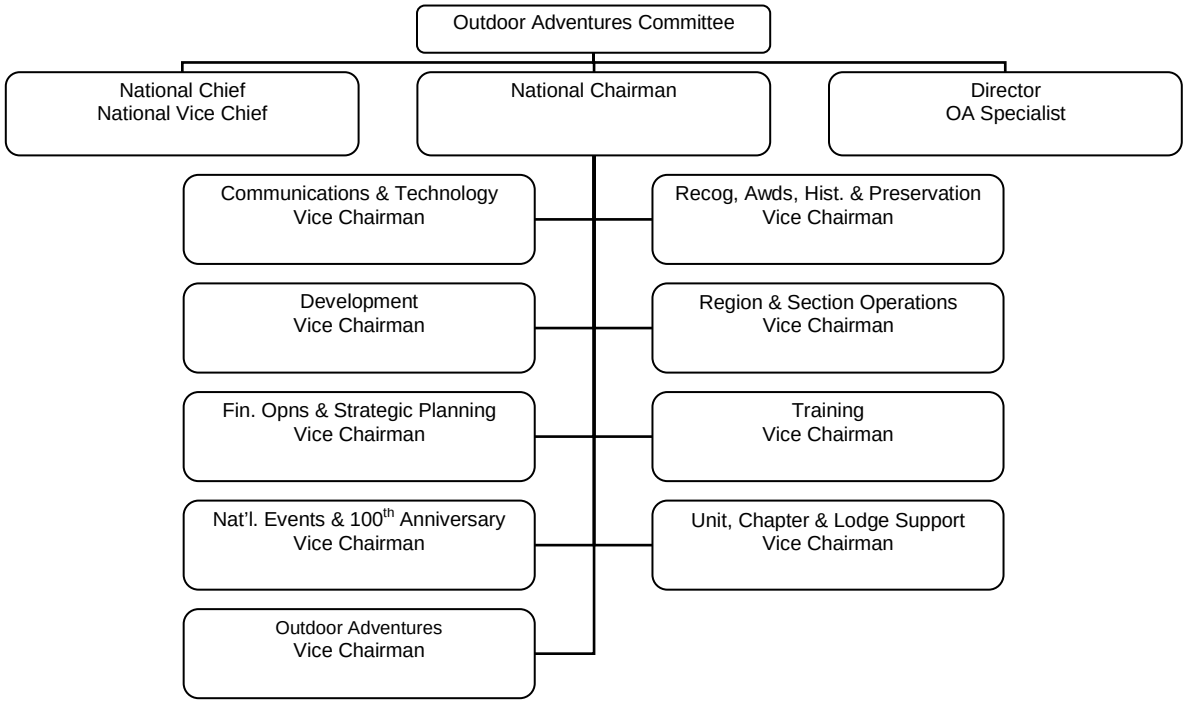
Vice chairmen of the national committee are appointed by the chairman annually to manage and administer each of these areas.

Every five years the national committee establishes a Strategic Planning Task Force. Organized across functional areas, the task force develops the Order's five-year plan for growth and improvement.

Because of the size and complexity of the program and the number of individuals who serve on the committee to deliver the program across the country, a steering committee has been created to manage the day-to-day affairs of the program. As a whole, the national committee meets semiannually; the steering committee meets two additional times during the year. Various members of the steering committee are in constant contact with one another to handle affairs of the Order on a daily basis. Members of the steering committee are the national chairman, national vice chairmen, past national chairmen, national chief, and national vice chief. The director of the Order of the Arrow and the OA specialist serve as nonvoting members.

The Order is a self-funded program of the Boy Scouts of America and pays all costs associated with its operation through its own revenue sources, which include annual lodge charter fees and recognition sales.

NATIONAL ORDER OF THE ARROW COMMITTEE



The national committee may be contacted through:

Boy Scouts of America
Order of the Arrow, S235
1325 West Walnut Hill Lane
P.O. Box 152079
Irving, TX 75015-2079
Voice: (972) 580-2438
FAX: (972) 580-2399
http://www.oa-bsa.org

NATIONAL PROGRAM

Every two years, during the month of August, the Order of the Arrow holds a national conference on the campus of a major university. The conference is held for six days with 6,000 to 8,000 Arrowmen usually participating, coming from throughout the United States and its territories, and some from overseas. The conference program includes innovative leadership development programs, fellowship periods, inspirational gatherings (shows), ceremony team development, American Indian pageants, camping promotion, and opportunities to hear and talk with national leaders of the Order of the Arrow and Boy Scouts of America.

In addition to national conferences, other national events and activities are conducted. These include the Philmont Order of the Arrow Trail Crew, Northern Tier Wilderness Voyage, OA Canadian Odyssey, National Leadership Seminars, National Lodge Adviser Training Seminars, the Key Leadership Summit, National Jamboree participation, and other programs of emphasis. The Trail Crew, Voyage, and Canadian Odyssey programs bring together outstanding Arrowmen from throughout the country for a two-week period of service, inspiration, team building, and personal development. The National Leadership Seminar and National Lodge Adviser Training Seminar are premier leadership development programs of the Boy Scouts of America. The Key Leadership Summit assembles the Key 3 of every lodge, section, and region at a major university to learn, share, and develop new programs and ideas for the future of the Order. At the National Jamboree the Order of the Arrow runs the American Indian Village, Outdoor Adventure Place, inspirational shows and gatherings, and the Jamboree OA Service Corps.

NATIONAL PLANNING MEETING

In late December each year, the section chiefs from across the nation gather to participate in planning the program of emphasis for the next calendar year. As their first order of business, the section chiefs elect a national chief, national vice chief, and four region chiefs.

To be eligible to hold a national office as national chief, national vice chief or region chief, a section chief must be younger than 21 during his entire term of office. In addition no person who has ever held one of these national offices can ever again be eligible to hold any national OA office. To be eligible for election, each individual desiring to run for office is required to have on file with the director of the Order of the Arrow, by an announced date prior to the planning meeting, written approval to run for office from his council Scout executive and area/region professional.

The election of the national chief and vice chief will be conducted in the following manner:

1. The section chiefs are assembled as one group for the purpose of electing, first, a national chief and, second, a national vice chief.

2. The current national chief presides at the election of the national chief and national vice chief using the procedure at Appendix 8.

3. Each section chief may vote for each office on each ballot taken.

4. A nominee must receive a majority of the votes cast on a given ballot to be elected. If a majority is not achieved, the nominee(s) receiving the least number of votes is (are) dropped and another ballot is taken. This procedure continues until one nominee achieves a majority and is declared elected, or until two ballots in succession result in tie votes at which point the balloting is declared deadlocked.

5. When balloting is declared deadlocked, the national chief will announce to the voting delegates that one more ballot will be taken to break the tie and, if another tie results, he shall cast sufficient votes for the nominee of his choice to achieve a majority and declare him elected.

Following the election of the national chief and national vice chief, the section chiefs will caucus by region to elect the four region chiefs. The current region chief will preside at the election of his successor, using the procedure outlined above.

These officers will serve until their successors are elected at the next national planning meeting. The national chief and vice chief organize subcommittees and direct planning for the program of emphasis for the next calendar year. Members of the national Order of the Arrow committee serve as advisers.

Following the elections, the remaining section chiefs are assigned to subcommittees based on preference. Each subcommittee will meet and the members will elect their subcommittee vice chief. While the subcommittees' responsibilities are definite, it must be remembered that at each level of the Order of the Arrow, the three leaders - youth, volunteer, and professional - must work in close harmony to ensure an effective program.

RESPONSIBILITIES OF THE NATIONAL CHIEF

1. Holds no other office in the Order of the Arrow during his term. Within 30 days of his election as national chief and in accordance with the section rules, conducts the election of his replacement as section chief.

2. Presides over and leads the national planning meeting, starting immediately after his election.

3. Appoints section chiefs to the working committees for planning and carrying out the program of emphasis for the next calendar year.

4. Provides, with the assistance of the national vice chief and the region chiefs, general administrative leadership to the national program for the next calendar year, as determined by the national committee.

5. Becomes a voting member of the national Order of the Arrow committee and its steering committee.

6. Attends all regularly scheduled meetings of the national Order of the Arrow committee and the steering committee and makes a verbal "Chief's Report" at all such meetings.

7. Travels as a national officer with the prior approval and authorization of the director of the Order of the Arrow.

8. Develops and maintains good rapport with the four region chiefs. Receives input from the region chiefs, section chiefs and from the field.

9. Keeps the chairman and the director of the Order of the Arrow fully informed of all of his activities related to the Order of the Arrow. Shares copies of all correspondence pertaining to the business of the Order with these individuals and with others that are concerned.

10. Keeps a careful financial record, understanding that he will be reimbursed for only those activities approved by the director of the Order of the Arrow. If a region, section or lodge requests the services or participation of the national chief, the costs will be borne by the group making such a request, or at his own expense.

11. Serves as a member of the Key 3 directly charged with the development and support of the program of the Order of the Arrow. The other members of the Key 3 are the chairman of the national committee and the director of the Order of the Arrow, representing the volunteer policy making body and the professional staff of the Boy Scouts of America, respectively, as the national chief represents the youth members of the Order.

12. Recommends to the chairman, the director, or the national Order of the Arrow committee, items of policy or other actions for the good of the Order.

13. Serves as a member of the national executive board of the Boy Scouts of America, if appointed. The national chief understands that he has been appointed as a youth representative and not as a representative of the Order of the Arrow. As a member of the national Order of the Arrow committee, which is a support committee of the national Outdoor Adventures Group, supports the official position of both of these organizations as well as other national policies.

14. Serves as an example of the ideals of the Boy Scouts of America and the Order of the Arrow.

15. Wears the Scout uniform correctly.

16. Presents a written report to the national Order of the Arrow committee at the conclusion of his term. The report is to be written from the youth's standpoint and will give an evaluation of the year's activities and positive recommendations for national committee consideration.

RESPONSIBILITIES OF THE NATIONAL VICE CHIEF

1. Holds no other office in the Order of the Arrow during his term. Within 30 days of his election as national vice chief and in accordance with the section rules, conducts the election of his replacement as section chief.

2. Assists the national chief in the national planning meeting, starting immediately after his election.

3. Assumes the position of national chief, if the national chief is unable to carry out his responsibilities.

4. Gives administrative direction to specific assigned program areas.

5. Becomes a voting member of the national Order of the Arrow committee and its steering committee.

6. Attends all regularly scheduled meetings of the national Order of the Arrow committee and the steering committee and makes a verbal "Vice Chief's Report" at all such meetings.

7. Travels as a national officer with the prior approval and authorization of the director of the Order of the Arrow.

8. In cooperation with the national chief develops and maintains good rapport with the four region chiefs. Receives input from the region chiefs, section chiefs and from the field.

9. Keeps the chairman and the director of the Order of the Arrow fully informed of all of his activities related to the Order of the Arrow. Shares copies of all correspondence pertaining to the business of the Order with these individuals and with others that are concerned.

10. Keeps a careful financial record, understanding that he will be reimbursed for only those activities approved by the director of the Order of the Arrow. If a region, section or lodge requests the services or participation of the national vice chief, the costs will be borne by the group making such a request, or at his own expense.

11. Recommends to the chairman, the director, or the national Order of the Arrow committee, items of policy or other actions for the good of the Order.

12. Serves as a member of the national Outdoor Adventures Group of the Boy Scouts of America, if appointed. The national vice chief understands that he has been appointed as a youth representative and not as a representative of the Order of the Arrow. As a member of the national Order of the Arrow committee, which is a support committee of the national Outdoor Adventures Group, supports the official position of both of these organizations as well as other national policies.

13. Serves as an example of the ideals of the Boy Scouts of America and the Order of the Arrow.

14. Wears the Scout uniform correctly.

15. Presents a written report to the national Order of the Arrow committee at the conclusion of his term. The report is to be written from the youth's standpoint and will give an evaluation of the year's activities and positive recommendations for national committee consideration.

If the national vice chief is unable to carry out his responsibilities, the national chief may appoint a successor, with the advice and approval of the chairman of the national Order of the Arrow committee.

REGION ORGANIZATION

The Boy Scouts of America is organized into four geographical regions: Central, Northeast, Southern, and Western.

The region chief is the youth leader of the region elected by the section chiefs from that region at the national planning meeting. He must be younger than 21 during the entire year of his term; he will serve until a successor is elected. The election is held following the election of the national chief and national vice chief.

The volunteer leader in the region is the region Order of the Arrow chairman. Appointed annually by the chairman of the national Order of the Arrow committee in coordination with the region director, this person is responsible for administering and managing the program regionally, with a special emphasis placed on the role of adviser to the region chief.

The region staff adviser is appointed by the national General Services Group director. Duties of the region staff adviser include regular communication and counsel with the region chairman and region chief.

Each of the regions is divided into geographical areas composed of a number of councils. The number of areas varies according to region. The region director establishes the area boundaries and appoints an area director to provide leadership to the programs within the area. The councils in each area are grouped into one or more sections by the area director, based on recommendations made by the region Order of the Arrow chairman and region staff adviser.

Communication is a very important role for the region. Some regions use a newsletter to keep their sections up-to-date. Each region has a web-site with its own unique URL:

http://central.oa-bsa.org *http://northeast.oa-bsa.org*

http://southern.oa-bsa.org *http://western.oa-bsa.org*

RESPONSIBILITIES OF THE REGION CHIEF

1. Holds no other office in the Order of the Arrow during his term. Within 30 days of his election as region chief and in accordance with the section rules, conducts the election of his replacement as section chief.

2. Advises the national chief on all matters relating to the operation of the Order of the Arrow within his region. Serves as liaison between the national chief and the section chiefs in his region, encouraging and assisting them in their efforts to strengthen and improve the programs of each lodge.

3. Represents the national chief in his region on matters of national program promotion and other nationally oriented projects. The national chief will assign specific responsibilities for the national program of emphasis.

4. Organizes, coordinates, and conducts national leadership seminars, national lodge adviser training seminars, and section officer seminars within the region, in consultation with the region Order of the Arrow chairman and region staff adviser and in accordance with the policies of the national Order of the Arrow committee.

6. Works closely with the region chairman and region staff adviser, keeping them and the national chief informed of his activities related to the Order of the Arrow. Shares copies of all correspondence pertaining to the business of the Order with the region chairman, region staff adviser, and others that are concerned.

7. Keeps a careful financial record, understanding that he will be reimbursed for only those activities approved by the region chairman and the director of the Order of the Arrow. If another region, a section or a lodge requests the services or participation of the region chief, the costs will be borne by the group making such a request, or at his own expense.

8. Serves as a member of the region executive board, if elected, and the region outdoor adventures committee or region program committee, if appointed by the region president, thus providing additional youth viewpoint and participation in discussions of these bodies.

9. Supports all official positions of the Boy Scouts of America and the national Order of the Arrow committee when acting as a youth member of a region committee or task force.

10. Serves as an example of the ideals of the Boy Scouts of America and the Order of the Arrow.

11. Wears the Scout uniform correctly.

12. Presents a written report on the activities of the Order in the region to the national Order of the Arrow committee at the conclusion of his term. The report is to be written from the youth's standpoint and will give an evaluation of the year's activities and positive recommendations for national committee consideration.

If the region chief resigns during his term or is removed from office, the national chief will appoint a successor, in consultation with the section chiefs and region chairman of the affected region, within 30 days with the advice and approval of the chairman of the national Order of the Arrow committee.

Chapter 2
SECTION RULES

RULE I.
NAME, AFFILIATION AND PURPOSE.

A. The section is the recognized inter-council organizational structure of the Order of the Arrow, Boy Scouts of America, and shall consist of councils within a geographical area. The region director establishes the area boundaries and appoints an area director to provide leadership to the programs within the area.

B. The section shall be identified by the region letter abbreviation, the area number, and letter of the alphabet indicating the subdivision of the area. If an area has only one section, the alphabetic suffix will not be used. (e.g. W-4A, C-5B, S-1, NE-4C, etc.). Such designations are to be made by the area director, based on recommendations made by the region Order of the Arrow chairman and region staff adviser.

C. The councils referred to in these rules shall be those councils assigned to the section by the area director, based on recommendations made by the region Order of the Arrow chairman and region staff adviser.

D. Only one lodge is recognized per council; therefore, any reference to lodges in these rules pertains to a single-lodge-per-council organization and in all business of the section (i.e. council of chiefs meetings, conclaves, elections, business meetings, etc.), only one lodge and one lodge chief will represent a council.

E. The section shall serve as an important communication link between councils, the region, and the national Order of the Arrow committee.

F. The section exists to provide a direct inter-council forum for lodge and chapter leaders, bringing them together for fellowship and mutual improvement through the exchange of ideas.

G. The methods by which this purpose is achieved include:

1. Conducting an annual meeting for the delegates of the councils. This annual meeting shall be called the conclave. The conclave shall include training and inspirational experiences that will assist councils in creating and administering more effective programs that support the overall objectives of the Order of the Arrow.

2. Creating a section assistance team to guide lodges toward greater service to their Scout councils and in achieving Journey to Excellence performance recognition.

3. Providing leadership development opportunities for older Arrowmen (normally between the ages of 16 and 21).

4. Fostering an understanding and adherence to national Order of the Arrow policies and procedures and providing opportunities for Arrowmen to bring forth their ideas into the national Order of the Arrow decision-making process.

5. Coordinating Order of the Arrow administrative or program functions of mutual benefit to all lodges in the section as directed by their council Scout executives.

RULE II.
CONCLAVE DATE AND LOCATION

A. A conclave shall be held annually in each section. The dates of the conclave shall be constant from year to year in relation to a given calendar point (e.g., first Saturday in October, first weekend following Easter, etc.) The date shall be selected by the council of chiefs upon recommendation of the section chief, in consultation with the volunteer and professional section advisers. The area director must approve these dates.

B. The location of the conclave shall be selected by the service council and approved by the council of chiefs before the close of the preceding conclave. The service council Scout executive must approve the conclave location. Section conclaves must be planned and located to assure that councils meet the travel policies of the Boy Scouts of America stated in the *Guide to Safe Scouting* and in the national and local tour permits. This includes the 10-hour per day driving restrictions.

C. The region Order of the Arrow chairman and region staff adviser may be helpful in coordinating dates and locations.

RULE III.
OFFICERS AND ADMINISTRATION

A. Under the guidance and direction of the section adviser and area director, or his staff appointee, the section is organized and the conclave is planned and led by Arrowmen who are younger than 21 during their entire term of office.

B. The officers of the section shall be the section chief, one section vice chief and one section secretary. The responsibilities of the respective officers shall be as follows:

1. **SECTION CHIEF**

   a. Organizes and gives positive leadership to achieve a successful annual conclave and fulfill section operations responsibilities.

   b. Holds no other elected position in the Order of the Arrow during his term. Must resign from all lodge and chapter offices within 30 days of his election as section chief.

   c. Presides over meetings of the council of chiefs and the conclave business meeting.

   d. Delegates duties to other section officers and members of the council of chiefs.

   e. Works closely with the section advisers. Keeps the section adviser and section staff adviser fully informed of all his activities related to the Order of the Arrow. Shares copies of all correspondence pertaining to the business of the Order with these individuals and with others that are concerned.

   f. Assures that all aspects of section activity are conducted according to the Section Rules.

   g. Compiles the conclave reports within 45 days of the end of the conclave and, along with the final financial statement, submits copies to the following: members of the council of chiefs; area director; region chief, region chairman and staff adviser; and the director of the Order of the Arrow. (This is the responsibility of the section chief completing his term of office at the conclave.)

   h. Serves as an example of the ideals of the BSA and the Order of the Arrow.

i. Wears the Scout uniform correctly.

j. Attends section officer seminars and appropriate national leadership seminars.

k. Represents the section in at region and national functions and activities of the Order of the Arrow, when invited.

l. Participates in an annual national planning meeting. The section will pay for the transportation and planning meeting fees to attend. The section chief will serve as a member of the committee planning the national program of emphasis for the coming year. Upon successful evaluation and timely completion of his responsibilities, his fees and transportation will be funded to fulfill any assigned Order of the Arrow duties at the program of emphasis.

m. Promotes participation in region and national events.

n. Appoints and oversees a section assistance team that will operate under the leadership of the section vice chief.

2. **SECTION VICE CHIEF**

a. Assists the section chief, as directed by him, to carry out the operations of the section.

b. Organizes and gives positive leadership to the section assistance team appointed by the section chief.

c. Assures that the conclave is promoted in all councils.

d. Assumes other responsibilities and duties as assigned by the section chief.

e. Promotes participation in region and national events.

f. Assumes the responsibilities of the section chief until the council of chiefs elects a successor for the unexpired term, in the event the section chief resigns or is unable to fulfill his term of office.

g. Serves as an example of the ideals of the BSA and the Order of the Arrow.

h. Wears the Scout uniform correctly.

i. Attends council of chiefs meetings, section officer seminars, and appropriate national leadership seminars.

3. **SECTION SECRETARY**

a. Assists the section chief in communicating with members of the council of chiefs and advisers. Provides written or email notification of all council of chiefs meeting at least 15 days in advance.

b. Records the minutes of all meetings of the council of chiefs, and the conclave business meeting. Distributes copies of all minutes to council of chiefs members within 15 days following each meeting.

c. Maintains an up-to-date roster of names, addresses, telephone numbers, and email addresses of the council of chiefs members. The distribution of the roster, and all changes, shall be to: members of the council of chiefs, region chief, region chairman, region staff adviser, area director, and the director of the Order of the Arrow.

d. Promotes participation in region and national events.

e. Serves as an example of the ideals of the BSA and the Order of the Arrow.

f. Wears the Scout uniform correctly.

g. Attends council of chiefs meetings, section officer seminars, and appropriate national leadership seminars.

C. The advisers of the section shall be the area director and two other Arrowmen who are 21 years of age or older - one being a volunteer Scouter (section adviser) and the other, a professional Scouter (section staff adviser). Optionally, the area director may also appoint an additional volunteer Scouter (associate section adviser) to assist the section adviser. Advisers at the section level are appointed annually by the area director with the concurrence of the region Order of the Arrow chairman and region staff adviser. Each adviser must be a member in good standing of the Order of the Arrow and the Boy Scouts of America in a council within the geographical boundaries of the section served. The responsibilities of the advisers are as follows:

1. **AREA DIRECTOR**

a. Assigns councils to section groupings, based on recommendations made by the region Order of the Arrow chairman and region staff adviser.

b. Configures sections so that conclave attendance will be in compliance with the 10-hour per day driving restrictions in the *Guide to Safe Scouting* and in the tour permits of the Boy Scouts of America.

c. Appoints the section advisers annually with the concurrence of the region Order of the Arrow chairman and region staff adviser.

2. **SECTION ADVISER**

a. Interprets Order of the Arrow policy in consultation with the region chairman, region staff adviser, and the director of the Order of the Arrow, as needed.

b. Advises the section officers and council of chiefs in planning and conducting the section conclave. Works with the staff adviser to ensure successful section events. Works "behind the scenes" through the section chief.

c. Holds no other primary or associate adviser position in the Order of the Arrow during his term.

d. Aids in the organization and installation of new lodges or in the reorganization of merged, dropped or inactive lodges within the section as requested by council Scout executives or the area director.

e. Assures that the section is operating according to the Section Rules as approved by the national committee.

f. Brings to the attention of the region chairman and the director of the Order of the Arrow matters of policy or procedures that should be considered by the national committee.

g. Reports to the area director and the region Order of the Arrow chairman on a regular basis.

h. Meets and communicates with the section chief and section staff adviser on a regular basis.

i. Meets and communicates with each lodge adviser in the section on a regular basis.

j. Encourages and assists the participation of each council in region and national Order of the Arrow functions.

k. Coordinates transportation to region and national events through the council of chiefs.

l. Encourages and assists in the annual chartering of lodges on time.

m. Encourages and receives an annual report from each lodge, in addition to receiving a copy of the lodge's charter renewal application.

n. Encourages councils to improve performance and meet the standards of the lodge Journey to Excellence program.

o. Reports annually to the region chairman and region staff adviser on the significant accomplishments and challenges of the section.

p. Represents the section in at region and national functions and activities of the Order of the Arrow, when invited.

q. Serves as an example of the ideals of the BSA and the Order of the Arrow.

r. Wears the Scout uniform correctly.

s. Attends council of chiefs meetings, section officer seminars, and appropriate national leadership seminars.

t. Advises or assigns an adviser to the section assistance team.

3. **SECTION STAFF ADVISER**

a. Advises the area director on possible nominees for service as section adviser.

b. Serves as liaison between the section council of chiefs and council Scout executives.

c. Keeps the area director informed on all matters related to the section.

d. Maintains a close working relationship with the section officers and advisers.

e. Oversees the section finances and coordinates the section financial operations with the appropriate councils. Insures BSA accounting and auditing procedures are followed.

f. Assists in establishing the date of the conclave, coordinating with the region and council calendars. Communicates to councils the conclave dates and encourages their participation and non-scheduling of conflicting activities.

g. Encourages participation in section, region, and national events.

h. Participates in conclave and other OA training as requested and available.

i. Meets and communicates with the section chief and section adviser on a regular basis.

j. Represents the Order of the Arrow and the Boy Scouts of America at section, region, and national OA functions.

k. Serves as an example of the ideals of the BSA and the Order of the Arrow.

l. Wears the Scout uniform correctly.

m. Attends council of chiefs meetings, section officer seminars, and appropriate national leadership seminars.

4. **ASSOCIATE SECTION ADVISER**

a. Supports and assists the section adviser to carry out the operations of the section.

b. Assumes other responsibilities and duties as assigned.

c. Promotes participation in section, region, and national events.

d. Interprets OA policy in consultation with the section adviser.

e. Serves as an example of the ideals of the BSA and the Order of the Arrow.

f. Wears the Scout uniform correctly.

g. Attends meetings, as directed by the section adviser.

h. Functions as an adviser to the youth members.

D. The council of chiefs will consist of the section chief, the section vice chief and section secretary; the immediate past section chief; one designated youth representative of each council in the section; other Arrowmen as duly appointed, but without a vote; and the section advisers. The lodge adviser and council Scout executive, or his designee, of each council in the section shall serve as ex-officio members of the council of chiefs.

1. The council of chiefs shall plan, host and execute the section conclave.

2. The council of chiefs shall meet no more than four times prior to the annual conclave to plan the program and divide responsibilities for its execution among member councils. The section chief, after consulting with the section advisers, shall designate the time and place of each meeting and the section secretary shall provide written or email notice to all council of chiefs members at least 15 days prior to the meeting.

a. The first such meeting shall be held about nine months prior to the conclave. At this meeting, the program shall be planned and responsibilities assigned. Any limitations in the number of delegates attending the next conclave shall be determined and the conclave fee shall be established and approved, along with registration deadlines.

b. A subsequent meeting shall be held one to two months prior to the conclave. At this meeting, each council shall report on its progress in meeting assigned responsibilities. Any necessary changes in the conclave program or budget shall be made at this time.

3. The voting members of the council of chiefs shall be the three section officers; the immediate past section chief (if younger than 21); and one designated youth representative of each council in the section. A vote shall not be extended to anyone 21 years of age or older. Each member may cast only one vote on any question.

4. The non-voting members of the council of chiefs shall include the section advisers, ex-officio members, and all other Arrowmen duly appointed.

RULE IV.
ELIGIBILITY, NOMINATION, SELECTION OF OFFICERS AND APPOINTEES

A. All section officers must meet the following eligibility requirements:

1. A registered member, in good standing, of the Order of the Arrow and the Boy Scouts of America in a council within the section who has the approval, in writing and in advance of being nominated, of his council Scout executive or council Scout executive's designee. The member's council must be in good standing (renewed its OA charter) with the national office.

2. Younger than 21 during his entire term of office.

B. Nominations for section officers may be made by the designated council youth representative, when nominations are declared open at any meeting of the council of chiefs or at the conclave business meeting. Nominations shall require no second. Nominations for each office shall be closed only once - just before balloting for that office.

C. A business meeting shall be held at the conclave to elect section officers. The newly elected officers shall take office at the end of the conclave; and their terms shall expire at the end of the next annual conclave. The following election procedures shall be used:

1. After the nominations for a given office are declared closed, the designated council youth representative, shall poll his delegates who are younger than 21 to determine how they will cast their votes. Such a poll shall be taken before each ballot.

2. Each council in the section, in good standing with the national office, may cast one vote per youth member present at the time of the election, up to a maximum of 10 votes, for each office on all ballots. The designated council youth representative must cast his votes in proportion to the poll of the delegates (in whole votes, not fractions). The section chief, in consultation with the section adviser and section staff adviser, has final authority to determine any questions about whether a delegation is officially representing a council at the conclave. Such judgments shall be based on written or verbal certification by the lodge adviser, lodge staff adviser, or council Scout executive of the council in question. In no case shall adults vote. Telephone, email, or other electronic votes are not permitted.

3. A nominee must receive a majority (one vote more than fifty percent) of the votes cast on a given ballot to be elected (abstentions do not count as votes cast). Where a majority is not achieved, the nominee(s) receiving the least number of votes is (are) dropped and another ballot is taken. This procedure continues until one nominee achieves a majority and is declared elected, or until two ballots in succession result in tie votes and the balloting is declared deadlocked.

4. When balloting is declared deadlocked, the youth conducting the election (Note: This is the section chief or a youth appointed by the section chief and approved by the section adviser) will announce to the voting delegates that one more ballot will be taken to break the tie and, if another tie results, he shall cast sufficient votes for the nominee of his choice to achieve a majority and declare him elected.

D. The section chief may make appointments to special positions with the approval of the council of chiefs. Such appointments shall have no vote in the council of chiefs. An appointee must be a registered member in good standing of the Order of the Arrow and the Boy Scouts of America in a council within the section and younger than 21 during the entire term of his appointment.

E. Vacancies in unexpired terms of section officers shall be filled by majority vote (as defined above) of the council of chiefs (one vote per council in good standing, voting). Elected officers and the immediate past section chief shall not vote. Deadlocks, as defined above, will be decided by the youth conducting the election, after one additional tie. Replacement section officers must meet the same eligibility and approval requirements defined in paragraph A, above.

RULE V.
RESPONSIBILITIES FOR CONCLAVE PROGRAM AND ADMINISTRATION

A. All councils shall share the responsibilities of all phases of the section program and administration. The council of chiefs shall host the conclave.

B. One council will be designated the service council each year. This responsibility should be on a rotation schedule including all councils in the section wherein each council shall have the opportunity to serve as service council once before including any council a second time. A published schedule defining one complete rotation should be distributed to delegates at each conclave.

   1. Councils should prepare to accept their service responsibility according to the rotation schedule. However, consenting council Scout executives may exchange positions in the rotation schedule if they feel it would be in the best interest of the section or councils. The section staff adviser shall participate in all such discussions.

   2. The service council shall be responsible for all physical, administrative, and appropriate assigned financial arrangements for the section conclave. This shall include the provision of meals, adequate sleeping and meeting facilities, trading post, pre-conclave printing services, first aid and medical arrangements, religious services, and so forth.

   3. Any necessary contractual agreements shall be made by the service council and signed by the council Scout executive or his designee.

C. The responsibilities for program development for the conclave shall be divided among councils as determined by the council of chiefs.

RULE VI.
SECTION FINANCES

A. The section is authorized to establish a section operating account that is maintained as a custodial account by a council within the section. The custodial council is designated by the section adviser and staff adviser, with the approval of the custodial council Scout executive. The custodial council may be the service council of the next conclave, or preferably, the council of the section staff adviser. Regardless of the custodial option selected, the section funds must be clearly identified, reserved for the purpose intended, accounted for, and reported on at every council of chiefs meeting.

B. All section revenues and expenses shall be processed through the established financial accounting system of the custodial council, according to national policy.

C. The section staff adviser shall be responsible for authorizing all disbursements from the section operating account.

D. At the start of a new section year, the section Key 3 should review the section operating budget funded by the immediate past conclave. This is the basis for the section operating expenses for the year. In order to address changing needs, the council of chiefs may amend the section operating budget at any scheduled meeting. Any amended budget must take into consideration the availability of funds and/or funding resources.

E. The section Key 3 should then prepare a proposed section operating budget to cover the section operating expenses following the next conclave. This budget should be prepared and submitted in a timely manner for consideration as the upcoming conclave budget is drafted and approved. These expenses may include, but are not limited to: officer printing, postage, telephone, and transportation expenses; chief's national planning/key leader summit transportation and registration fees; region training event fees; section assistance team expenses; and year-end recognitions not included in the overall conclave budget. Since section advisers are expected to support their own service financially and pay their own expenses for travel and participation in events, none of these funds may be used for this purpose. The proposed budget shall be presented for approval at the first council of chiefs meeting.

F. The primary source of section income will be the conclave budget item titled "Next Year's Section Budget". These funds shall be remitted to the custodial council by the service council within 45 days following the conclave.

G. The council of chiefs may elect to pursue a secondary source of income (e.g., sale of section memorabilia), subject to the approval of the section adviser and staff adviser, provided that such activity does not infringe upon the fund raising efforts of local councils.

H. The section may accumulate and maintain a monetary reserve in an amount not to exceed 1.5 times the average of the last three years' section operating budgets. The purpose of this reserve shall be to cover unusual, but necessary expenses such as those incurred by the section chief attending an unexpected key leadership summit.

I. Should the council of chiefs fail to adequately control the operating budget or for any other reason expenditures exceed revenue and there are insufficient funds in the monetary reserve, the council of chiefs, with the approval of the section advisers, may assess and bill councils in the section for their share of the shortfall in proportion to their most recent lodge charter renewal membership.

RULE VII.
CONCLAVE FINANCES

A. The service council shall be responsible for handling all financial matters of the conclave. All conclave revenues and expenses shall be processed through the established financial accounting system of the service council, according to national policy. At the option of the council of chiefs, with the concurrence of the service council and area director, the financial matters of the conclave may be processed through the council responsible for the section operating account. If this option is used, the conclave funds will be accounted for in a separate custodial account from the section operating account.

B. The service council shall present a written, preliminary budget for all conclave administrative expenses (food, housing fee, patch, etc.) at the first council of chiefs meeting. The council of chiefs shall add into the budget all necessary and reasonable program costs including section operating expenses. Agreements shall be reached on any and all adjustments, and the budget shall be established and approved along with the resulting cost per delegate, or conclave fee.

C. Accident and sickness insurance is to be obtained for all Order of the Arrow events and included as part of the conclave fee. The region staff adviser can give guidance on the procedure to obtain limits and coverage. Insurance is available through the Risk Management Service of the BSA. In order to obtain national premiums, all communications and funds for accident and sickness insurance must pass through the region staff adviser.

D. Sections are required to collect a national activity surcharge of $2.00 per person per calendar day for any event where a fee is charged to participate. For example, an event that starts on Friday and ends on Sunday will necessitate the collection of $6.00 per person as this schedule covers three calendar days. The surcharge must be budgeted, collected, and paid. Region staff advisers can give guidance for collection and transmission of surcharges to the comptroller of the BSA.

E. Once the budget is approved by the council of chiefs, the service council shall be fully responsible for the financial well-being of the conclave and shall exercise all prudent controls to assure that budgeted revenues are collected and that expenses are proper, are accounted for, and do not exceed revenues.

F. The council of chiefs shall decide what items may be sold during the conclave, who may sell them, and to whom any resulting revenue accrues.

G. All claims against conclave finances shall be made to the service council <u>by the end of the conclave</u>.

H. Any and all surplus revenues (available revenues after all authorized conclave expenditures and those budgeted as section operating expenses until the next conclave) shall be refunded within 45 days following the conclave to councils in proportion to their conclave fees paid.

However, prior to any refunds being made, the council of chiefs may direct that up to $300 per council or $2000 in total, whichever is greater, be set aside from the available surplus (as defined above). These monies will be forwarded to the service council of the next conclave once their conclave account has been established at their council headquarters. Said monies will be treated as income to the next conclave. This advance funding for next year's conclave is in addition to any monies required to fund the section operating budget until the next conclave.

I. Should the service council fail to adequately control the budget or if for any other reason expenditures exceed revenues, the service council, with the approval of the section advisers, may assess and bill the councils in the section, within 45 days following the conclave, for the excess costs in proportion to the total of the conclave fees paid and owed.

J. Within 30 days following the conclave, the service council shall prepare and send to the section Key 3 and the outgoing section chief, the final financial statement detailing all revenues and expenses for the conclave.

RULE VIII.
<u>CONCLAVE PARTICIPATION AND REGISTRATION</u>

A. All who attend the conclave must register in one of the following categories:

1. **Conclave Delegates**. Currently registered members representing councils, including section officers and advisers, who pay the conclave fee and whose participation is approved in advance by their respective council Scout executive or his designated representative.

2. **Conclave Staff**. Non-delegate members of the service council whose attendance is necessary to staff the conclave and whose participation is approved in advance by the service council Scout executive or his designated representative. These individuals' conclave fees are determined by the budget.

3. **Guests**. Guests of the conclave whose attendance is desirable for the implementation of the program, whose conclave fee and expenses may be funded by the conclave budget, and whose participation is approved in advance by the council of chiefs.

B. The service council shall provide each council with appropriate registration materials at least two months prior to the conclave.

C. Adhering to the deadlines established by the council of chiefs, conclave fees shall be collected by each council and transmitted to the service council or other council designated by the council of chiefs.

RULE IX.
AMENDMENTS TO SECTION RULES

A. Only the national Order of the Arrow committee shall amend the Section Rules.

B. The council of chiefs, the section, or the conclave may adopt temporary procedures, guidelines, deadlines, and so forth, to assist in the execution of the conclave. However, such temporary procedures shall not in any way conflict with or be in violation of the Section Rules and shall terminate upon completion of the conclave. The council of chiefs, the section, or the conclave shall take no action that in any way violates the letter or the spirit of the Section Rules or the policies of the represented councils, the Order of the Arrow, or the Boy Scouts of America.

Chapter 3

LODGE ASSISTANCE PROGRAM

INTRODUCTION

The Lodge Assistance Program makes available a section's extensive resources to help the lodges of the section. With the section's help, lodges will be able to provide better service to their councils and fulfill the objectives of the lodge Journey to Excellence program.

The assistance program encompasses two major elements, lodge visits by a section assistance team and use of the council of chiefs meetings to provide training. Use of the council of chiefs to provide training is presented in Chapter 5. Through a system of evaluation and review, lodge leaders are able to interact and learn from experienced Arrowmen within the section. The lodge visits help identify the resources, training and guidance that lodges require to ultimately increase the service they provide to their councils.

Sections gain first-hand knowledge of lodge strengths through the onsite visits. This in turn enables the section to prepare programs to meet the needs of the lodges, and provide them through conclave training and council of chiefs discussions and presentations. The Lodge Assistance Program uses the resources of the section to improve and strengthen the lodges.

TEAM ORGANIZATION

The section assistance team is organized as a subcommittee of the council of chiefs. Its primary responsibility is to carry out the Lodge Assistance Program including training and leading discussions at council of chiefs meetings and conducting lodge visits. The team also identifies and provides a pool of resources that all lodges in the section and neighboring sections may access.

The section vice chief chairs the team and the section adviser appoints an adviser to the team. The team will have a minimum of two additional youth or young adult members who have recently turned 21. These additional members are appointed by the section chief with the guidance and approval of the section adviser. Additional members may be appointed as required by the number of visits to be conducted during the year. None of the team members on a particular visit should be members of the lodge being visited.

All assistance team members must:

- Be in good standing with the Boy Scouts of America, and an Order of the Arrow lodge;
- Have proven leadership abilities, such as serving as a past or current lodge chief, section officer, or national officer; and
- Have an understanding of the rules and program elements of the Order of the Arrow.

PLANNING THE VISITS

Annually, the section vice chief in consultation with the section adviser will determine which lodges the assistance team will visit. Lodges within the section should be visited:

- At least once every three years,
- Upon the recommendation of the region, or
- Upon a direct request from a lodge or its council Scout executive.

Once it is determined which lodges in the section will be visited, the section adviser should obtain council approval for the visit. After approval is obtained, the section vice chief may contact the lodge chief to set the date and place for their meeting.

Lodge visits should be held within the lodge's council area and should last no more than two hours. During the visit, the Key 3 and other officers (at their discretion) should represent the lodge, along with the council Scout executive. The section assistance team should not have more members present than the lodge being visited has.

The entire section assistance team should meet to train the team members. During the training, plans should be made for the lodge visits to be conducted during the year. The individual program strengths of each team member should be assessed so that they may be best assigned to lodge visits where they may be of greatest use.

Prior to the section assistance team meeting, the section vice chief should collect the following resources from the lodge and distribute them to the other members of the team for review:

- Lodge rules,
- Lodge annual program plan or planbook,
- Council calendar,
- Lodge Charter Renewal Application (most recent), and
- Lodge Journey to Excellence Petition (most recent).

It is important to keep in mind while conducting the visit that feedback should be gathered to plan section programs, including training at conclaves, section meetings, and council of chiefs discussions. Programs that individual lodges run well, or innovative program ideas that lodges use, should be brought to the attention of the entire section.

TRAINING THE TEAM

In training the team the section vice chief should use the following outline:

Section Assistance Team Training

Learning Objectives: Each section assistance team member will be introduced to the following items and gain basic understanding of how they perform the mentoring process:

- Vision and strategic plan for the Order;
- Lodge's role as an integral part of the Scout council;
- Lodge Journey to Excellence program objectives;
- Relationship between the vision, strategic plan, and lodge Journey to Excellence program objectives; and
- Role of the section assistance team

Materials Needed:

- *Order of the Arrow Handbook*
- *Strategic Plan of the Order of the Arrow*
- The lodge Journey to Excellence program objectives for the current and upcoming years
- Section Assistance Team Report

I. Opening Comments

A significant role of the section is to support and assist the lodge in achieving Journey to Excellence performance recognition and providing better service to the Scout council. This is accomplished through a close monitoring and mentoring relationship between the section and lodge leadership, much like the relationship between a unit commissioner and a unit leader. The section assistance team is a key to developing and improving the relationship between the lodge and section.

The purpose of the lodge visit is to:

- Identify and understand how the lodge is doing.
- Familiarize the lodge leadership with the lodge Journey to Excellence program objectives.
- Identify national program participation opportunities (NOAC, NLS, NLATS, etc).
- Identify opportunities for the lodge to better serve the Scout council.
- Develop a trusting, working relationship with the lodge leadership to assist in improving lodge operations.

II. Scheduling and Organizing the Lodge Visit

Establish a backdating schedule and process. A suggested schedule is provided later in this chapter. Stress the importance of obtaining approval for the lodge visit from the Scout executive and communication with lodge leadership. The section vice chief should also schedule follow-up contacts with the lodge chief.

III. Suggested Agenda and Questions for the Lodge Visit

Review the suggested agenda and sample questions for the lodge visit provided in this chapter. The lodge visit should be held in the lodge's council area and last no more than two hours. The lodge chief should conduct the meeting, and at the conclusion of the meeting, he should provide leadership in completing the Section Assistance Team Evaluation and mail copies to the region staff adviser.

IV. Leadership and Coaching Skills Refresher

Key to this program's success is the section and the lodge leadership working together and establishing a trusting relationship focused on achieving lodge Journey to Excellence performance recognition. Leadership and coaching skills, like those presented in the National Leadership Seminar, are key to achieving this relationship. Examples of difficult topics and recommended approaches for discussion of difficult issues should be addressed with the section assistance team members.

REPORTING THE VISIT

On the same day of the visit, team members should assist the team chairman complete the Section Assistance Team Report. This report should be emailed to the lodge Key 3, section chief, section adviser, and the region staff adviser within a week of the visit.

Once a section assistance team has returned from a visit with a lodge, they need to quickly gather the resources that the lodge requested and get them to the lodge. The assistance team must set up the means and methods for the section to follow through with the goals they established to help the lodge. Within 90 days of the visit, the section vice chief should contact the lodge chief to follow the progress made by the lodge in achieving their goals.

At the conclusion of the program year, the section vice chief must complete the Section Assistance Team Annual Report and send it to the section Key-3.

SUGGESTED BACKDATING SCHEDULE

V = Visit Date

Days	Activity	Action
V -360	Determine which lodges are to be visited during the year.	Vice Chief Section Adviser
V -120	Obtain council executive approval for visits.	Section Adviser
V -90	Contact lodge chiefs, set dates, times, and places for visits. Request lodge resources: Rules, Planbook, Council Calendar, Lodge Charter Renewal Application, and Lodge Journey to Excellence Petition.	Vice Chief
V -60	Train section assistance team members.	Vice Chief
V -7	Make sure the lodge chief understands his chairmanship role and the agenda that will be used.	Vice Chief
V-Date	Conduct the visit.	Team
V-Date	Complete the Section Assistance Team Report.	Team
V +7	Email copies of Section Assistance Team Report to section chief, section adviser, lodge Key 3, and region staff adviser.	Vice Chief
V +14	Send requested program resources to the lodge.	Team
V +90	Contact the lodge chiefs visited for status check.	Vice Chief
End of Year	Complete the Section Assistance Team Annual Report.	Vice Chief

SUGGESTED AGENDA FOR THE VISIT

Two Hour Meeting

Topic of Discussion	Discussion Leader	Estimated Time
Welcome and Introductions	Lodge Chief	5 min
Review Lodge Annual Program Plan and Council Calendar	Lodge Chief	15 min
How Can the Lodge Better Serve the Scout Council?	Lodge Adviser	15 min
Review Lodge's Most Recent Journey to Excellence Petition	Lodge Chief	20 min
Set Lodge Goals to Help Achieve Journey to Excellence Performance Recognition	Lodge Chief	15 min
How Can the Section Help the Lodge?	All Participants	10 min
What Program Resources Does the Lodge Need?	All Participants	10 min
Questions and Answers	All Participants	30 min

SAMPLE QUESTIONS TO ASK THE LODGE

Lodge Goals and Vision.

- What are your goals and how do you plan to achieve them?
- What is your future vision for the lodge, and how will you accomplish that?
- As a lodge, are you working towards your intended vision?

Tell Us Your Successes.

- What is your lodge successful at that you plan to share with the section?
- What is your lodge's biggest brag or activity you are most proud of?
- What has your lodge improved over the past year?
- What positive things are you doing that make your lodge unique?
- What is your lodge's greatest resource?

Service.

- How is your lodge helping and participating with your council?
- What service do you provide to your council/district?
- Have you been able to engage your adult Arrowmen in council/district roles and activities? How?

How Goes It?

- How is your lodge Journey to Excellence performance program going?
- What is your biggest worry?
- What is the lodge doing well, and what are they not doing well? Why?
- How does your active membership compare to your total membership and total Boy Scouts in the council?
- What does your lodge do to increase membership activity?
- Are the lodge positions being filled by youth and adults?
- How much youth leadership is there?
- How do you keep your lodge leadership on task and doing their jobs?
- Are officers and committees held responsible? How?
- Has your lodge sent anyone to NLS/NLATS and how are your training programs (LLD) going?

Involvement.

- How is your lodge involved on the council/district level?
- How do you make a presence in your summer camp program?
- What is your lodge doing for the Cub Scout program?
- What program has the most potential?

How Can the Section Help?

- Is the section being a good resource, and if not how can we improve?
- How can we improve the conclave for your lodge (i.e., training, program, etc)?
- Is communication with your lodge adequate?
- What do you need the section to do to help you organize your lodge's functions?
- What would you like to see the section do for your lodge?
- What role does the section have in your lodge?
- What program do you think would help your lodge the most?

Areas for Action.

- What is your lodge's greatest weakness and how can we help you overcome it?
- What lodge program could use the most improvement?
- Is there any recurring problem that has hindered your lodge over the last several years?
- What aspect of the lodge do you wish to improve in the future?
- What past strengths have diminished?
- Which lodge Journey to Excellence objective do you struggle with the most?

SECTION ASSISTANCE TEAM REPORT

To be completed by the section assistance team chairman.
Email to the lodge Key 3, section chief, section adviser, and region staff adviser.
A fill-able version of this form is available for download at www.oa-bsa.org/resources/forms/

Section: _____ Date of Visit: _____

Lodge & Council: _____

Location of Visit: _____

Section Assistance Team Information

Youth Team Chairman: _____ Current OA Position: _____

Email Address: _____ Phone Number: _____

Youth Member: _____ Current OA Position: _____

Email Address: _____ Phone Number: _____

Youth Member: _____ Current OA Position: _____

Email Address: _____ Phone Number: _____

Team Adviser: _____ Current OA Position: _____

Email Address: _____ Phone Number: _____

Lodge Leadership Information

Lodge Chief: _____

Email Address: _____ Phone Number: _____

Lodge Adviser: _____

Email Address: _____ Phone Number: _____

Lodge Staff Adviser: _____

Email Address: _____ Phone Number: _____

Scout Executive: _____

Email Address: _____ Phone Number: _____

SECTION ASSISTANCE TEAM REPORT - Page 2

1. Was the visit worthwhile for both the lodge and the section? How so?

2. List three goals the lodge set during the visit to improve their program, and indicate if each goal fulfills a Quality Lodge Recognition requirement:

   a.

   b.

   c.

3. List three goals the section has set in order to help the lodge improve its program and achieve the goals it has set for itself:

   a.

   b.

   c.

4. List the most successfully run programs of the lodge:

5. List the requirements not achieved on the lodge's latest Quality Lodge Recognition Petition:

6. What topics were identified that can be used for training or discussions at future council of chiefs meetings and the section conclave that would benefit this lodge?

7. List any resources requested by the lodge:

8. Were there any additional issues or questions raised during the meeting?

SECTION ASSISTANCE TEAM ANNUAL REPORT

Emailed by the section vice chief to the section Key-3.
A fill-able version of this form is available for download at www.oa-bsa.org/resources/forms/

LODGE VISITS

The following lodge visits occurred during this past calendar year:

	Lodge Name	Council Name	Date of Visit
1.			
2.			
3.			
4.			

The remaining lodges in the section and the year of their next scheduled visit are:

	Lodge	Year		Lodge	Year
1.			6.		
2.			7.		
3.			8.		
4.			9.		
5.			10.		

LODGE ASSISTANCE

Beyond section assistance team visits, did any lodge require additional assistance from the section?

(Check One) ☐ YES ☐ NO

Were all resources requested by lodges sent to them? (Check One) ☐ YES ☐ WILL BE SENT

List any resources the section had difficulty obtaining:

COUNCIL OF CHIEFS - ROUNDTABLE DISCUSSIONS AND TRAINING

List the topics used in council of chiefs roundtable discussions:

List the topics used in council of chiefs training:

List the discussion and training topics planned for next year:

Chapter 4
SECTION CONCLAVE

INTRODUCTION

Next to a jamboree and a national Order of the Arrow conference a section conclave is probably the largest inter-council event in the Boy Scouts of America. What happens at a national Order of the Arrow conference and a section conclave can make a big difference in the effectiveness of lodge and chapter programs of the Order of the Arrow and in the dedication of an individual Arrowman to his first responsibility - his unit.

CONCLAVE PLANNING

The potential program elements of a conclave are provided in this chapter. Other items such as the date and location of the next conclave, service council rotation schedule, financing, and lodge responsibilities are set forth in the Chapter 2, Section Rules. By following the section rules, the council of chiefs will have completed some of its necessary planning.

Soon after the section chief is elected, he should start preparing for the initial council of chiefs meeting. In consultation with the section advisers, he should select a meeting date, time, and location, and prepare a detailed agenda. A sample council of chiefs meeting agenda is provided later in this chapter. This information should be given to the section secretary for mailing or emailing to the members at least 15 days prior to the meeting date in accordance with the Section Rules.

The initial meeting should last no more than one day with the goal of accomplishing as much as possible so that no more than one or two additional pre-conclave meetings will be necessary. This is important because of the travel time that the council of chiefs must invest in order to attend the meetings. If the initial meeting is planned and run well, it will be easy to keep detailed planning on schedule through telephone, mail, or email reports.

All persons attending the council of chiefs meeting should understand that its purpose is to:

- Plan the conclave to include activities, training and events that will be of maximum benefit to the member lodges.

- Give each lodge responsibility for carrying out its fair share of the plan, assign definite responsibilities to named individuals, and commit them to specific completion dates.

- Approve specific local arrangements and financial requirements as proposed by the service council.

At the initial council of chiefs meeting a special effort should be made to get down <u>in writing</u> the main ideas, schedules, outlines, and above all, the responsible individuals, along with their deadline dates. This should be part of the section secretary's minutes that should be mailed to all councils of chiefs members within 15 days following the planning meeting.

A very wise Frenchman (Henri Fayol) once said: "Plan your work, then work your plan." After the initial council of chiefs meeting, all basic planning for the conclave should be complete. The next step is to make the plan work. Some members of the council of chiefs will wrap up their assigned responsibilities right away and mail the section chief a note to let him know what they have done. But others will put things off.

The section chief's biggest job after a council of chiefs meeting is to follow up. He must make sure the people who are committed to doing each job are doing it in the time allotted. The section chief may establish a regular reporting routine or may do things less formally through an occasional letter, email, or phone call asking for a status report. If things start falling behind, the immediate **NOW** is not too soon to figure out how things are going to get back on track and who is going to do the "back-on-tracking".

CONCLAVE PROGRAM

The conclave program should increase the knowledge and understanding of the delegates in all aspects of Order of the Arrow program. Arrowmen should be inspired to set and commit themselves to higher goals of performance for themselves and their lodges, and should be provided the training necessary to achieve these goals.

It is important that all aspects of the program be directed by leaders younger than 21. Adults should stay in the background, serving in advisory capacities only.

Inspiration is the key ingredient of the conclave. The conclave should kick off with a welcome from the service council and a short opening ceremony. It is equally important that the conclave close with an inspirational challenge that will create a lasting impression on every Arrowman who attends. Youth leaders, such as the national chief, national vice chief, or region chief, might be invited to give an inspirational message during the conclave.

Opening and closing ceremonies always have played a vital role in Order of the Arrow traditions, and experience teaches that good ones:

- Are well-planned, adequately rehearsed, and properly presented;
- Focus on rededication to the Scouting ideals;
- Focus on rededication to the principles of the Order of the Arrow;
- Are impressive, dignified, simple, and brief;
- Are dramatic, inspiring, colorful, and sincere;
- Exclude horseplay and initiation-type activities;
- Avoid fraternal, religious, and military rituals; and
- Show proper respect for American Indian traditions.

TRAINING

Training is the most beneficial aspect of the conclave. It is one of the main reasons lodges come together as a section. Conclave trainers must be top-notch; guest trainers from other areas can help bring new ideas. Displays from various state and federal agencies, local colleges, wildlife experts, and camping merchandisers always draw a crowd. Training should be kept to a reasonable length per session, and there should be new topics every year, with a "slate" of standards for new participants.

Information necessary to organize and provide outstanding conclave training has been concentrated in Chapter 5, Section Training, and Appendix 1, Tips for Trainers. The philosophy of training, preparation, and a host of topics, ideas, and outlines are presented.

WORKSHOPS

A special period is often set aside at the section conclave for workshops or skill sessions. Usually these sessions are most successful if they are aimed at providing basic information rather than highly technical knowledge. Workshops could include some of the following:

- Campfire planning
- Camping promotion
- Lodge newsletters and/or web pages
- American Indian dancing
- Making American Indian attire
- American Indian drumming and singing
- Headdress construction
- Beadwork
- American Indian games
- Ceremony team properties
- Lodge record keeping
- Video production

DEMONSTRATIONS

Several lodges may participate in various demonstrations that will be of value or interest to those attending the conclave. These might include:

- Unit election team in action
- Camping promotions
- A well-planned campfire
- Scouting or American Indian pageants
- American Indian dancing
- Ordeal, Brotherhood, and Vigil Honor ceremonies performed by well prepared and rehearsed teams showing techniques of outfitting, staging and speech inflection of memorized parts
- Call-out ceremonies featuring local camp traditions
- Meeting management

DISPLAYS

Lodges should be encouraged to plan and exhibit attractive displays. Some possibilities include:

- Conclave theme
- Lodge publications
- Order of the Arrow supplies and literature
- Ceremonial attire
- American Indian attire and headdress kits
- Pictures, slides or videos of lodge events and service projects
- Ecology
- Local insignia
- Pictures, slides or videos of past conclaves and national jamborees or conferences

OPEN FORUMS – "MEET THE MAN"

This type of activity provides the delegates with the opportunity to direct specific questions to the section officers and advisers, and visiting region or national Arrowmen. It is also a time when delegates may wish to recommend consideration of new or changed policy or programs.

SPECIAL FEATURES

Presentations from persons with specialized backgrounds, skills or unusual experiences may add variety to the program. A professional Scouter could give a brief talk on the opportunities available in professional Scouting. Alpha Phi Omega and the National Eagle Scout Association could also be featured. Reports of jamborees and national conferences, given by youth and illustrated with slides or film, are always well received.

RECREATION

Time should be provided in the program for recreational activities. Activities must meet the standards outlined in the *Guide to Safe Scouting* or other camp standards. Each lodge might be assigned the responsibility for a particular recreational event. Some suggested activities are:

- Sports events with inter-council competition (e.g., volleyball, frisbee football, etc.)
- Games and stunts that test camping skills
- Aquatic events (e.g., swimming, boating, canoeing, etc.)
- Movies
- Archery and rifle contests

FELLOWSHIP

Good fellowship is an important element of any conclave. A special committee could be appointed to plan events that will encourage good fellowship and high morale:

- Select capable young song leaders to direct songfests after meals or at other appropriate times.
- Have a fellowship campfire.
- Designate a different youth to preside at each meal, arrange for grace, make announcements, etc.
- Conduct a get-acquainted game before the cracker barrel on the opening night of the conclave.
- Consider an outdoor barbecue, perhaps with a theme, including music.
- Schedule free time for rap sessions and trading of memorabilia. (This period should not encroach upon scheduled activities.)
- Encourage conclave participation through an award (e.g., pin, patch, etc.), similar to a national Order of the Arrow conference participation award

KEYNOTE SPEAKER

If the council of chiefs determines that a keynote speaker will be featured during the conclave, it will be wise to follow these steps:

- Make sure the speaker is cleared for his appearance. Have arrangements been made between all parties?
- Advise the speaker of the conclave theme and any emphasis that you would like presented.
- Tell the speaker the time and how long they should speak.
- Make sure the speaker is the focal point during their presentation:
    - In sight of all the audience,
    - Public address system is set up and functioning so all can hear, and
    - No distractions such as dishes rattling in kitchen, ceremonial or dance teams preparing to "go on," etc.

Plan to use the keynote speaker at additional times during the conclave such as serving as a member of a panel discussion or in a meeting with lodge chiefs and/or advisers.

Make sure travel arrangements are understood in advance and that local transportation and lodging arrangements are made and satisfactory. Are you furnishing bedding, towels, and washcloths? Discuss these issues openly with the speaker to ensure both parties understand who will cover each item.

Introduce the speaker properly, using Scouting background and Order of the Arrow responsibilities held where applicable. If the information covers more than one side of an index card, the introduction is probably too long.

Some available keynote speakers are the national chief, national vice chief, region chief, national Order of the Arrow committeemen, the director of the Order of the Arrow, or public figures such as an astronaut, business or civic leader, entertainment personality, etc. The following details how to request their services:

- NATIONAL CHIEF, VICE CHIEF, OR REGION CHIEF
  Attendance by the national chief and vice chief must be cleared with the director of the Order of the Arrow. The region chief can be contacted directly. The conclave budget will have to cover all costs involved, including transportation, meals and lodging.
- NATIONAL COMMITTEEMEN
  Clear with the individual directly. The committeeman might be able to cover his transportation expenses. Be sure to check on this, however. Offer to provide conclave registration and onsite food and lodging.
- NATIONAL STAFF PROFESSIONALS
  The service council Scout executive requests the attendance of the director of the Order of the Arrow and other national staff professionals through the region staff adviser. The director and other national staff professionals participate at no expense to the conclave.

CONCLAVE AGENDA

Each conclave should be conducted from an agenda, prepared by the council of chiefs, which incorporates in an orderly schedule, the events of current interest to the lodges in the section. A conclave agenda worksheet is included later in this chapter.

CONCLAVE BUSINESS MEETING

A business meeting must be held during the conclave. The section chief presides at this meeting. The agenda should be planned in advance in consultation with the section adviser. The business meeting agenda should include:

- Election of section officers for the coming year.

- Location and date of the next conclave.

- Special recognition:
  Lodge Journey to Excellence performance recognition; lodge with the greatest attendance at the conclave; best display, demonstration, American Indian dancing, camping promotion exhibit or training leadership; ceremony team evaluation, etc.

- Promotion of national programs (e.g., Philmont Order of the Arrow Trail Crew, Northern Tier Wilderness Voyage, OA Ocean Adventure, National Leadership Seminars, National Lodge Adviser Training Seminars, national jamboree, national Order of the Arrow conference, etc.)

AMERICAN INDIAN EVENTS

If the conclave program includes American Indian dancing, the criteria used at the national Order of the Arrow conference might be helpful. See Appendix 2 for rules and details. A drum, singers, and judges will be needed. American Indian events require a large space. Be sure to have adequate room for dancing, drum, singers, ready area, and spectators.

PROTECTED SPECIES POLICY

Feathers, talons, or other parts from protected species of birds cannot be worn in Order of the Arrow dance competition, or utilized in demonstrations, displays, workshops, or ceremonies. Just about every species of bird is protected except resident state game birds and domestic fowl such as turkey and chicken. The same may be true regarding animal or reptile parts; if so they are equally forbidden. Check with the U.S. Department of Interior, Fish and Wildlife Service, and state conservation authorities for details.

FLAG POLICY

Within the guidelines found in the U. S. Code pertaining to the American Flag, flags are not to be used as wearing apparel. With this in mind, no type of U. S. flag can be worn as a part of ceremony or dance attire. Flag motifs in quillwork and beadwork are acceptable.

FACE PAINT POLICY

The use of face paint, body paint and wigs by non-American Indians may be offensive to some groups of American Indian people. Therefore, Order of the Arrow conclaves and other events conducted beyond the individual lodge will not permit face paint, body paint, or wigs to be used in social or competition dancing or in ceremonies or ceremony team evaluation.

CEREMONY TEAM EVALUATION

If the council of chiefs believes that improved ceremonies will strengthen the lodges in the section, ceremony team evaluation should be included in the conclave program. Guidelines for ceremony team evaluation can be found in Appendix 3.

MAURY CLANCY AMERICAN INDIAN CAMPERSHIP FUND

The national Order of the Arrow committee encourages sections to collect funds during a conclave for use in providing American Indian camperships. The funds may be collected during American Indian events or at religious services during the conclave. The Maury Clancy American Indian Campership Fund is maintained by the director of the Order of the Arrow to assist in sending American Indian members of the Boy Scout movement to their council summer camps. All collections should be forwarded to the director of the Order of the Arrow. Council inquiries about award of the funds should be made to the director.

TOUR PERMITS FOR SECTION, REGION AND NATIONAL EVENTS

Lodges must obtain appropriate tour permits in accordance with current BSA policies and procedures.

ACCIDENT AND SICKNESS INSURANCE

Sections are required to collect appropriate fees for accident and sickness insurance for all conclave participants not covered by council year-round accident and sickness policies. The national premium is based on a per-calendar-day rate; therefore, most conclaves will cost three times the daily rate per participant. This must be included in the budget and be part of the conclave fee. Region staff advisers can provide guidance for the amount and the transmittal of these fees to the national council of the Boy Scouts of America. These charges must be handled in a timely manner (estimates are due one month prior to the conclave and the final report with fees are due within two weeks after the conclave). This is a responsibility of the service council and section staff adviser.

NATIONAL ACTIVITY SURCHARGE

Sections are required to collect a national activity surcharge of $2.00 per person per calendar day for any event where a fee is charged to participate. For example: for an event that starts on Friday and ends on Sunday, every participant would be assessed $6.00 to cover the three calendar days of the event. The surcharge must be budgeted and included in the event fee. Region staff advisers can give guidance for collection and transmission of surcharges to the comptroller of the BSA. This is the responsibility of the service council and the section staff adviser.

LEADERSHIP POLICY FOR ALL ORDER OF THE ARROW TRIPS AND OUTINGS

It is the policy of the Boy Scouts of America that trips and outings may never by led by only one adult. **Two registered adult leaders or one registered adult leader and a parent of a participant, one of whom must be at least 21 years old, are required for all trips and outings.**

It is the responsibility of the council to assure that sufficient qualified adult leadership is provided for all local, section, region and national Order of the Arrow outings, conclaves, training events and conferences. The interpretation of "adult" leadership and "adult" membership, as opposed to youth membership, in the Order of the Arrow continues to be one determined by age, not BSA registration. An individual who is at least 21 years old holds adult membership in the Order of the Arrow, while an individual younger than 21 holds youth membership, regardless of what type of BSA registration is held.

A member of the Order, between the ages of 18 and 21, who is registered as an assistant Scoutmaster or assistant Varsity team coach may fulfill the leadership requirement as one of the adult leaders for an Order of the Arrow trip or outing even though they hold youth membership in the Order of the Arrow.

SAMPLE COUNCIL OF CHIEFS MEETING AGENDA

10:00am **CALL TO ORDER** - Section Chief
Obligation
Introductions
Preview today's meeting

10:10 **SECRETARY'S REPORT**
Minutes of the conclave business meeting
Verification of mail/email addresses for all council of chiefs members

10:20 **SERVICE COUNCIL REPORT**
Preview of facilities, special program potential, and discussion of any limitations on attendance or facility usage
Presentation of initial budget

10:40 **CONCLAVE GOALS AND OBJECTIVES**
What each lodge wants to do
Suggested major program features and desired time blocks

11:15 **CONCLAVE THEME** - Section Vice Chief
Submit ideas for theme

11:25 **FINALIZE PROGRAM FEATURES AND SCHEDULE**

12:15 **LUNCH**
Meal
Songs
Brief remarks from section adviser or VIP

1:00pm **SELECT CONCLAVE THEME** - Section Vice Chief

1:15 **LODGES ASSIGNED PROGRAM RESPONSIBILITIES**

1:45 **PREPARE OUTLINE OF SPECIFIC RESPONSIBILITIES**
Lodges prepare their specific responsibilities, including reporting and completion deadlines, all required financing. Service council and section officers and advisers review preliminary budget, menus, and recommendations for souvenirs, and establish registration and other deadlines.

2:45 **LODGES REPORT ON PLANS**
Each lodge gives its report to the group.
Section vice chief reports on promotion plans.

3:15 **FINALIZE DEADLINES AND APPROVE BUDGET**

3:30 **ESTABLISH NEXT MEETING DATE AND LOCATION**

3:40 **COUNCIL OF CHIEFS TRAINING OR ROUNDTABLE DISCUSSION**

4:25 **SING ORDER OF THE ARROW SONG**

4:30 **ADJOURN**

CONCLAVE AGENDA WORKSHEET

TIME	EVENT	WHO IS RESPONSIBLE
FRIDAY		
_____	Service council and council of chiefs arrive	_____
_____	Registration, assignment to quarters	_____
_____	Colors	_____
_____	Opening meeting - fellowship campfire	_____
_____	Ceremony team evaluators' meeting	_____
_____	Trainers' meeting	_____
_____	Snack and songfest	_____
_____	Council of chiefs meeting	_____
_____	Taps and lights out	_____
SATURDAY		
_____	Reveille	_____
_____	Rededication ceremony	_____
_____	Assembly	_____
_____	Breakfast	_____
_____	Training/discussion groups	_____
_____	Lunch	_____
_____	Open forum/"meet the man"	_____
_____	Lodge competitions/evaluations	_____
_____	Recreation (swimming, sports, etc.)	_____
_____	Appropriate religious services	_____
_____	Colors	_____
_____	Dinner	_____
_____	Section officer candidates' forum	_____
_____	Advisers' forum	_____
_____	American Indian dance competition	_____
_____	Theme show or pageant	_____
_____	Snack and lodge fellowship/feast/carnival	_____
_____	Taps and lights out	_____
SUNDAY		
_____	Reveille	_____
_____	Assembly	_____
_____	Breakfast	_____
_____	Conclave business meeting	_____
_____	Recognition	_____
_____	Final challenge	_____
_____	Closing ceremony	_____

Chapter 5
SECTION TRAINING

INTRODUCTION

Nowhere else in the Order does the leadership of so many lodges congregate more often than at the section conclave or at council of chiefs meetings leading up to the conclave. Anytime an opportunity arises for lodges to share ideas and discover new resources, it should be taken. The gathering of experienced lodge leaders holds just such an opportunity and training is the best way to share knowledge.

Training should be challenging and fun. Training at a council of chiefs meeting or at the conclave will achieve a high level of usefulness if the section officers give it emphasis. Quality training occurs as a result of timely, adequate planning, supervision, and preparation.

Decide what training the Arrowmen in the section need and the ways to effectively communicate that information to them. The results of the section assistance team visits can provide valuable input to planning section training.

No matter what topics are presented or which way they are presented, all training will be successful if it:

- Explores each topic by comprehensive, challenging presentations, discussions, questions, demonstrations, etc.;
- Delivers new and/or helpful information, methods, or procedures;
- Discusses ideas in new and exciting ways;
- Draws conclusions and arrives at practical ways of applying them;
- Maintains an atmosphere of total audience participation and involvement;
- Assists the section or lodge accomplish its mission;
- Prepares Arrowmen to better fulfill their roles and responsibilities in their lodge, chapter, or unit;
- Supports the vision, mission, and values of the Boy Scouts of America and the Order of the Arrow; and
- Incorporates and exemplifies the spirit of the Order of the Arrow.

COUNCIL OF CHIEFS ROUNDTABLE DISCUSSIONS

An open forum should be held at each council of chiefs meeting to address important issues facing the lodges. The section chief, or his appointed training coordinator, should facilitate regular discussions of these issues. The facilitator should choose discussion topics that are most useful, and must be able to adapt the schedule of topics as the year progresses.

The following are some suggested discussion topics for council of chiefs meetings:

- Lodge and council relationships
- Brotherhood conversion

- Effective lodge executive committees
- Inductions
- Lodge Leadership Development Conference
- Lodge program
- Lodge Journey to Excellence program

COUNCIL OF CHIEFS TRAINING

Council of chiefs meetings can often include a mini-presentation of a subject to provide lodges additional program resources to take back for their use. The section should insure that all lodges are provided the best resources, trainers and information available. Initially, sections will want to see that national and region programs are promoted. Then, after the section has conducted lodge visits, it may provide lodge assistance through training sessions and programs to address any weaknesses in lodge programs. It is in this part of the meeting where a section can really support its lodges with the extensive resources available.

The following are topics the section may wish to cover to aid lodges in providing the most effective programs to their councils:

1. **Promotions**

   The section promotes national and region programs such as the national Order of the Arrow conferences, Philmont Trail Crew, Northern Tier Wilderness Voyages, One Day and the National Leadership Seminars. To best promote these programs, a presenter who has participated in these events should be recruited to give an inspirational and formal presentation to the council of chiefs. These presentations work best when the presenter shares personal stories and anecdotes with stunning pictures.

2. **Remedial Training**

   Through the lodge assistance program it may become apparent that many lodges are lacking in one particular program area. As a remedy, the section might provide training to all lodge leaders. For example, if many lodges do not use the extended elangomat program, the section might present an "emergency" training seminar on this program, pulling in the resources from a lodge which runs the program well. Waiting for the conclave would miss an entire Ordeal season.

3. **New Programs**

   New programs are of interest to all Arrowmen, especially those lodge leaders who attend council of chiefs meetings. These include new high-adventure opportunities, community service ideas, council assistance programs and new lodge program adventure opportunities. New programs being initiated by the Order of the Arrow require the assistance of sections for implementation.

4. **Orientations**

   Often lodges have very young leadership. The section may find it best to run a "lodge chief training conference", or equivalent. This will acquaint chiefs with their role in the Order of the Arrow.

CONCLAVE TRAINING

The section conclave is a time for unique and exceptional inspiration, training, and fellowship. Care must be taken to secure the best resources for each training topic. It is expected that each conclave training session will be of the highest quality. Timely decisions on topics, lodge assignments, presenter recruitment, communication of topic titles and learning points, outlines, arrangements for audio – visual aids and backup help insure the best presentations.

One popular training mode that has proven highly successful is small discussion groups. Discussion leaders should be younger than 21. Adults should serve as advisers. The discussion leaders should be selected in the early planning stage of the upcoming conclave, so that they have ample time to prepare their presentations.

It has proven successful for the discussion leader to present a brief talk on the topic before the actual discussion begins. If you can make this a "rap session" - you've made it! A youth attending the session should be appointed recorder to take notes of important points raised during the discussion.

Here are several topics that have proven successful for discussion groups:

LODGE/CHAPTER ADMINISTRATION	Relationship of advisers to youth officers; responsibilities of officers and advisers; standing committees and their functions; operation of the lodge executive committee; general policies; lodge rules; election procedures; chapter organization; and program.
LODGE/CHAPTER ACTIVITIES	Importance of a well-balanced, well-planned annual program; social activities; annual banquet; specific ideas for events; distribution of responsibilities in planning events; scheduling and coordination with council/district calendars.
ARROW-SCOUTING RELATIONSHIPS	Arrowmen and the unit; the Order and camp; authority and role of the council Scout executive; relationship to the council.
SERVICE PROJECTS	Promotion of year-round camping; service to local units; council wide service projects; service to the camp; campmaster corps; inner-city; world brotherhood; council fund raising; coordination of service program with council plans, etc.
CAMPING/HIGH ADVENTURE PROMOTION	Promotion of camping in the member's own unit by the individual; types and preparation of visual aids: chapter and lodge promotion in cooperation with the district and council promotion efforts.
UNIT ELECTIONS	Election information for unit leaders; scheduling elections; election ceremony; records and forms used, etc.
CEREMONIES	Training of teams; costuming; staging; physical setting; timing; properties; call-out ceremonies.

CONDUCTING THE ORDEAL	Using *Spirit of the Arrow Pamphlets*; *A Guide to Inductions*; duties of the Ordealmaster; the Elangomat Clan System; relationship of candidates to campers; discussion period for candidates; health and safety concerns and safeguards; handling flagrant violations of the Ordeal; summer camp Ordeals versus weekend Ordeals.
ORIENTATION OF NEW MEMBERS	Developing an effective orientation program before, during and after the Ordeal for newly inducted members; techniques of orientation; *Spirit of the Arrow Pamphlets*; Elangomat Clan System; effect on tenure and service of members.
LODGE PUBLICATIONS	Newsletters; yearbooks; costs involved; frequency; distribution; techniques of publication; Scouting on the Internet.
"WHERE-TO-GO-CAMPING" BOOKLET	What information to include in the booklet; how to get information; organization of information; publication and distribution.
BROTHERHOOD MEMBERSHIP	Purpose; requirements; procedures; notification of eligible members; techniques to enhance Brotherhood conversion/retention.
PERSONAL DEVELOPMENT	Public speaking; time management; running for office; etc.
LODGE RECORDS	Membership; financial; minutes; registration procedures; lodge financial record book; computerization of lodge records.
VIGIL HONOR	Purpose; requirements; procedures; relationship of Vigil Honor members to the lodge.
ADVISERS' SESSION	The section advisers may wish to hold a special session(s) for advisers to discuss the adult role in the Order; answer questions; share techniques of advising, etc.
TROOP/TEAM OA REPRESENTATIVE	Purpose, requirements, procedures, responsibilities, relationship to chapter and lodge.

NOTE: Tips for trainers and suggested outlines for several of these topics are included in Appendix 1. Similar outlines should be prepared for all discussion sessions to be presented at the conclave.

TRAINING PREPARATION

Outstanding training will be both inspirational and uplifting for the delegates. Accurate information about the Order of the Arrow, lodge operations, and Arrowman responsibilities must be given to them. Sections willing to put in the required time and effort will achieve training that will be highly successful and support the mission, vision, and values of the Boy Scouts of America and the Order of the Arrow. To accomplish this:

- Plan well in advance,
- Plan in detail,
- Put one person in charge as training coordinator, and
- Provide a good adviser to the training coordinator.

If possible, both the training coordinator and his adviser should be training-oriented and experienced. Look for those with junior leader, Wood Badge, or previous Order of the Arrow training experience - such as a national conference or national leadership seminar.

The section chief must keep close watch over the training preparations, work closely with the training coordinator, and emphasize training to all lodges. The training opportunities will need to be publicized well in advance of the event.

Detailed training outlines (lesson plans) must be developed. These should not be just "outlines" but should have an almost word-for-word listing of the material to be presented.

Each discussion leader must be trained prior to the conclave. The final step in the training process is to evaluate the discussion sessions and their leaders and use this to prepare for the next conclave.

A sample agenda for a "train-the-trainer" meeting, a calendar for carrying out effective conclave training planning, and a training evaluation form are included on the following pages.

TRAIN THE TRAINER MEETING

10:00 a.m.	Welcome and introductions. Purpose of meeting.
10:10	"How to be a Good Trainer" (See Appendix 1, Tips For Trainers).
11:15	Break.
11:30	Continue.
12:00	Lunch.
1:30 p.m.	Brief Presentation of Each Training Topic by Trainers. Allow 15 minutes for each one, plus 5 minutes for evaluation and suggestions. Break for 10 minutes at the end of each hour.
4:30	Go Over Conclave Training Evaluation Form. Discuss how and when to use it, who should receive them when completed.
4:45	Summary, Questions, Challenge, Closing.
5:00	Adjourn.

CONCLAVE TRAINING PLANNING CALENDAR

	DAYS PRIOR TO CONCLAVE
New section chief appoints training coordinator.	-300
Section chief announces appointment of training coordinator to council of chiefs, announces his training adviser, and asks lodges for trainers and topics.	-300
New training coordinator writes lodges setting deadline for lodges to submit suggestions for trainers and training topics.	-270
Deadline for all lodges to submit suggested topics and trainers.	-240
Training coordinator submits topics for clearance by section chief and section advisers, and submits to them a tentative schedule and listing of number of trainers needed.	-230
After clearance, training coordinator appoints trainers and assigns training topics to them for development; he sets guidelines on format, length, etc.	-220
Deadline for detailed lesson plans returned to training coordinator by trainers.	-150
Training coordinator develops agenda for training meeting.	-150
Training coordinator returns outlines to trainers with comments for improvement.	-120
Training coordinator develops training evaluation form.	-90
Training coordinator holds “train-the-trainer” meeting (could be at a council of chiefs meeting); develops list of equipment, aids, and items for copying and submits to service council.	-90 to -60
Training coordinator checks on all trainers to be sure they will be at the conclave.	-20 or -30
Training coordinator checks in all trainers at conclave.	-1
Training accomplished, evaluations completed at last session.	0
Thank you notes sent to all trainers, others involved.	+7
Training coordinator prepares a report, including a summary of the evaluations and recommendations for next year, and sends it to the new section chief.	+30

TRAINING EVALUATION

Training Participant: Please give us your thoughts and comments so that we may improve.

1. Which of the training sessions was most useful to you? Why?

2. Which of the training sessions was least useful? Why?

3. What topics should you have been offered that were not offered?

4. What was good or bad about the training facilities and locations?

5. What else could have made the training more helpful to you?

6. What training/discussion techniques were used by the leaders of the sessions you attended?

7. How could the trainers have improved their presentations?

8. Please use this following space (and the reverse side or additional sheets, if necessary) to make any additional comments or suggestions you have which could help improve training at future conclaves.

Appendix 1

TIPS FOR TRAINERS

PRESENTATION

Outstanding presentations normally use a combination of the following:

A. Lecture and chalkboard.
B. Lecture and displays, flipcharts, and posters.
C. Lecture and reference to recognized training literature.
D. Games, demonstrations, and role-plays.
E. Audio-Visuals.

SUGGESTED TOOLS AND AIDS

Flipcharts	Slides	Charts
Posters	Video/Audio Recordings	Displays
Chalkboards	PowerPoint (Computer Aided)	Folders
Literature	Games	Role Plays

PRE-OPENING PERIOD

The pre-opening period of discussion consists of an activity or series of events designed to set the stage for the subject to be presented and to produce a frame of mind that will cause the participants to be receptive to training. A primary rule - the best pre-openings are activities that force people to talk to each other.

OPENING PERIOD

The opening is a simple activity that serves as a bridge from pre-opening activity to the actual training activity. Keep it simple, avoid high level inspirational material. Make it short and snappy.

PRESENTING THE SUBJECT

The presentation of the body of the topic provides the foundation for understanding and the incentive for an interest in worthwhile discussion.

Prepare your presentation.
Practice your presentation and know your subject well.
Personalize your presentation.
Illustrate your presentation.

FLIPCHARTS

Flipcharts provide a flexible show. Excellent pedestals for flipchart use are available at most art and stationery stores, but you can make your own with a tablet of newsprint, an artist's pad, or plain paper.

If the paper is not in pad form, reinforce the top of the sheets with a double fold of paper or cardboard and staple them together or fasten them with two lightweight sticks, bolts and thumb screws. If the chart is not self-supporting, tie it to the top of a stand, an easel, or movable chalkboard. You can improvise a stand by using the back of a chair, card table, or a long table, tilted on end.

Using the flipchart:

1. The first chart should bear the title of the presentation.
2. Next, define the subject.
3. Explain the subject in the next series of charts.
4. Present proof that your explanation is sound.
5. Summarize and ask for action.

PREPARATION

Leading a discussion is a real art and requires as much or more preparation than any other part of the session. To gain the greatest dividend from the discussion session, Arrowmen must have the opportunity to express viewpoints, review certain presentations, and raise alternate opinions and arguments.

A. PREPARATION FOR THE SESSION

Simple Rules:

1. Clearly define in your own mind the topics to be discussed, and at the very beginning of the discussion, present the definitions so that all understand.
2. Arm yourself with knowledge of the subject and be prepared to keep the discussion within the confines of the topics defined at the beginning of the session.
3. Use the suggested outline or prepare a simple outline of material you feel should be covered.
4. Have a previously made chart of ground rules for discussion, such as:
   - Be on time.
   - Be an active part of the group.
   - Work to solve common problems.
   - Discuss completely, but do not argue.
   - Contribute ideas related to the subject.
   - Ask questions to clarify ideas.
   - Be clear and brief - no speeches.
   - Listen and learn.
   - Make notes of good ideas.

B. PHYSICAL ARRANGEMENTS ARE IMPORTANT

1. Use a circle, “U”, or hollow square for a seating arrangement so that each person can see every other person.

2. Have room as comfortable as possible; not too warm or too cool; check ventilation and lighting.

3. Have chalkboard, chalk, and eraser ready in case of need. Appoint a chalkboard secretary if the subject matter makes it desirable.

4. Start on time - close on time.

C. CONDUCTING THE SESSION

1. See that everyone knows everyone else in the group. If the group is small, self-introductions may be used.

2. Let the person talking remain seated if the group is small. More people will participate.

3. If a question is asked and you know it will be covered in a future session, tactfully give only what is absolutely necessary at the time and point out that the material will be covered fully in a future session.

4. Watch for the individual who wishes to monopolize the discussion. Interrupt the “speech maker” as tactfully and quickly as possible and turn the discussion to another person.

5. Avoid discussion of individual or unit problems. Be sure to keep the discussion general enough that the materials covered are of interest and benefit to all.

6. Involve everyone in the discussion. It is very important to not lose anyone by not including them.

7. Keep the discussion on the track so that all necessary materials assigned to the period will be covered.

8. Avoid arguments regarding policy. This is a discussion period, not a legislative session.

9. Summarize the conclusions of the session.

D. REFERENCES

1. *Order of the Arrow Handbook*

2. *Order of the Arrow Guide for Officers and Advisers*

3. *Order of the Arrow Field Operations Guide*

4. *Order of the Arrow Lodge Leadership Development Course*

5. Boy Scouts of America Junior Leader Training and Train-the-Trainer Conference

6. Wood Badge

CAMPING PROMOTION

OBJECTIVE OF THE SESSION

This session will enable Arrowmen to effectively promote Scout camping within the units of their council through the following areas:

- Understand Scout camping as a purpose of the Order of the Arrow and a method to reach Scouting's aims.
- Acquaint participants with the various opportunities and methods of promoting Scout camping.
- Familiarize participants with the various resources available for the promotion of Scout camping.
- Promote "Leave No Trace" practices.
- Sensitize participants to Cub Scout camping, its impact and benefits.

PREPARATION

EQUIPMENT AND MATERIALS NEEDED

- VCR and monitor for video presentations.
- PC and LED projector (Internet access very desirable) for PowerPoint presentations.
- Videos and PowerPoint presentations for local council camp, high adventure bases, "Leave No Trace", etc.
- Flip charts (prepared in advance as needed) and markers.
- Current OA camp promotion kit.
- *Arrowman's Resource Disk.*
- Local council camp handouts (and similar materials for Cub Scout camping).
- High adventure base brochure/applications.
- "Where To Go Camping" materials.
- "Leave No Trace" materials.
- Web site lists of applicable resources.

Note: The above list can be adjusted according to the number of breakout sessions presented.

PHYSICAL ARRANGEMENTS

- Presentation area should be large enough to accommodate the anticipated total number of participants for the general session segments.
- There should be a well-defined area for each breakout session presented.
- A sufficient number of tables should be secured for the display of materials.
- Electrical access is necessary in all areas.
- The impact of general room lighting should be considered if using projection equipment.
- There should be sufficient handout materials for each participant.

TRAINER REQUIREMENTS

- Should be a high energy Arrowman with good communications skills.
- Very knowledgeable and well rehearsed on presentation topic (local camp staff members, camp directors, high adventure program participants, etc.).
- Should be accessible as a resource to participants via telephone or email following training session.

OUTLINE

I. INTRODUCTION (10 minutes)

A. Trainer should introduce himself.

B. Familiarize participants with session objectives.

C. Explain Scout camping as a purpose of the Order of the Arrow.

D. Explain that objective 13 of the lodge Journey to Excellence program is applicable to this session.

E. Indicate how Scout camping functions as a method to reach the aims of Scouting.

F. Give a brief reference to Scout camping in the *Strategic Plan of the Order of the Arrow*.

II. OVERVIEW (5 Minutes)

A. Provide an overview of Scout, high adventure and out-of-council camping opportunities.

B. Explain “Leave No Trace” camping.

C. Comment on Cub Scout camping and why it is important.

III. BREAKOUT SESSIONS (20 - 45 minutes each)

Three breakout sessions are the recommended minimum. The participants should be divided into groups and rotated through the sessions. There should be a balance of adults and youths in each group. If breakout space is a problem, the session trainers should rotate at specific time intervals and the participants should remain in place. Breaks should be given as needed. Select from the following topics based on need and the number of breakout sessions to be presented:

A. Summer camp and council camping opportunities

1. Focus - summer camp
2. Support - videos and/or PowerPoint
3. Resources – current OA camp promotion kit, local council summer camp information, local council’s web site, etc.

B. High Adventure Programs

1. Focus - programs offered at Philmont, Northern Tier and the Florida Sea Base
2. Support - videos and/or PowerPoint
3. Resources - brochures, application flyers, web sites, *Arrowman’s Resource Disk,* BSA high adventure base web sites

C. Out-of-Council Camping Opportunities

1. Focus - camping experiences outside the local council
2. Support - PowerPoint, flip charts
3. Resources – “Where To Go Camping” directories, web sites

D. “Leave No Trace”

1. Focus – “Leave No Trace” techniques
2. Support - videos and/or PowerPoint, web sites, flip charts
3. Resources – “Leave No Trace” materials

E. Cub Scout camping opportunities

1. Focus - Cub Scout day, resident and Webelos camps, family camps
2. Support - videos and/or PowerPoint
3. Resources - local council materials

IV. BREAKOUT SESSION CONCLUSION

Groups return to the main meeting area for the concluding general segment. (20 minutes)

A. Discuss methods of promoting Scout camping promotion (e.g., unit visitations, roundtables, Scout shows, pow wows, OA functions, training events, displays, posters information booths, flyers, pamphlets, etc.). Encourage participant input for additional ideas.

B. List several sources for resource materials (e.g., current OA camp promotion kit, Camp Promotion and Appendix 1a on the *Arrowman’s Resource Disk*, local council offices, etc.). Encourage participant input for additional ideas.

C. Emphasize the use of the huge volume of resources on the Internet for camping promotion. Distribute categorized lists of web sites. Every youth and most adults now have access to computers. This can be a powerful promotional tool.

V. OPTIONAL ACTION PLAN (10 minutes)

If lodge or chapter summer camp promotion is one of the primary outcomes of this session, teams of adults and youths should commit to a unit visitation prior to the start of this training session. Signup tables could be set up to accomplish this as participants arrive. At this point, a brief verbal scan is recommended to make sure that all units are covered.

VI. SUMMARY AND CONCLUSION (5 minutes)

A. Briefly recap session objectives.

B. Answer any final questions.

C. Conclude by reminding participants of the duty of the Arrowman to provide service in leadership to the Boy Scouts of America, and that camping promotion is one way of doing this.

WHERE TO GO CAMPING

OBJECTIVE OF THE SESSION

This session covers how to produce a "Where To Go Camping" guide, what is in the guide, and alternative methods of distributing the guide.

- Understand the purpose of the "Where To Go Camping" guide
- Understand the steps in determining the content of the guide, how to collect information and development of the guide
- Identify methods of distributing and making the guide available to unit leaders and other interested Scouts or leaders.

PREPARATION

EQUIPMENT AND MATERIALS NEEDED

- Copy of *Manual for Producing "Where To Go Camping Guide"* (available on Order of the Arrow web site at http://www.oa-bsa.org/resources/pubs/WTGC-Manual-1st-ed-May-2005-sm.pdf
- Collect and have available as many copies as possible of "Where To Go Camping" guides from across the section. Make contact with other sections around the region and exchange copies of the guides. Find as many different formats as possible.
- Overhead projector and flip charts as appropriate to the setting.
- If possible have a PC with Internet access available. LED projector would help everyone see the web pages you are accessing.

PHYSICAL ARRANGEMENTS

- For parts of this presentation, the group may be divided into buzz groups. Buzz groups should consist of four to eight Arrowmen. Discussion points are described below.
- Position tables and equipment so everyone can see and participate.

TRAINER REQUIREMENTS

The trainer for this session should be very familiar with the "Where To Go Camping" guide. Ideally, the trainer will have responsibility for this within one of the lodges. The trainer needs to understand the importance of the guide to successful unit operations and camping and outdoor program links to the Order's strategic plan.

OUTLINE

I. INTRODUCTION (5 minutes)

A. Trainer should introduce himself and explain the session objectives.

B. Explain that the Order is committed to "adventurous Scouting" and will continue and expand our focus on high-adventure activities, special opportunities for Arrowmen at Scouting's high adventure bases, and initiatives with Scouting's Camping and Conservation Service.

C. Explain that the Order will identify and promote new ways to help maintain Scouting's camping traditions and spirit.

D. Publication of a “Where To Go Camping” guide fulfills one of the main elements of the E. Urner Goodman Camping Award.

II. WHY "WHERE TO GO CAMPING"? (3 minutes)

Try to get answers from the participants. Make sure that the following are emphasized:

A. The primary purpose of the “Where To Go Camping” guide is to promote Scout camping. This is one of the purposes of the Order.

B. Units with camping information (the guide) have a tool to support more year-round camping and other outdoor programs at a variety of sites and conditions. Variety keeps the youth and adults interested in the outdoor program of the unit.

C. Arrowmen should realize the usefulness of the guide and the importance of making it easily available to packs, troops, and varsity teams.

D. OA camping promotion teams can be an effective method of year-round camping promotion and the means of program improvement within the council.

III. HOW TO GET THE WORD OUT – PRODUCTION AND DISTRIBUTION OF THE GUIDE

A. Steps in developing the “Where To Go Camping” guide (15 minutes)

Divide the participants in to five groups and assign each group one of the following steps to discuss and present to the other teams.

1. Determine the scope – what do you want to provide the units in terms of information?
2. Determine the amount of the information needed?
3. Develop methods of gathering and organizing the information.
4. Determine how the information will be presented and in what format(s).
5. Determine how the lodge will finance, publish, distribute, and revise the guide.

B. Identify alternative methods of presenting and publishing the guide. (3-5 minutes)

1. What formats has each lodge used? (traditionally, most lodges published a paper guide)
2. How else could you distribute the information?
   - Council web site
   - CD-ROM
   - Create links to other resources such as state parks, county parks, high adventure bases, etc.
3. If one of the other methods of distributing the information is used, do you get some advantages not available with paper?
   - Sound
   - Colored pictures
   - Links to maps and driving directions (e.g. Mapquest.com)

C. What information should be included? (5-10 minutes)

1. Content sections (camps, trails, field trips, climbing, canoeing, other aquatic activities, back packing, day hikes, cycling, sources of further information, etc.).
2. Where can you get information? (e.g., unit leaders, council office, private organizations, state departments (parks, natural resources), city departments, camping outfitters, word of mouth, other books, etc.).
3. Include maps and descriptions of the facilities – what makes it unique and challenging.
4. Consider all Scout units – packs, troops, crews, and families. They have different needs and expectations.
5. Share your resources – have each lodge swap their information with other lodges to create a large volume of ideas for leaders throughout the section.
6. Once you have the basics in place, consider ways to make your guide “extraordinary” like: web site links; ratings; comments; index; maps; camp service project information; etc.

IV. GETTING THE PRODUCT OUT (10 minutes)

A. Compiling - chief editor's responsibility. Get a team together – both adults and youth that like to write and create. Staff advisers are important.

B. Printing - find out how session participants do this. Have any lodges used web publishing? Distributing via CD-ROM, rather than printing?

C. Circulation and Distribution - Ask who should get the guide (all unit leaders?). HOW? Discuss pros and cons of each of the following methods of distribution:

1. At district and council functions (e.g., program kickoffs, roundtables)
2. By mail
3. At camping promotion visits
4. Central pick-up location, such as the council service center
5. The Internet and web sites

D. Should there be a charge? Get feedback. Does the lodge provide the guide as a contribution to the council?

V. PERIODIC IMPROVEMENT/REVISION MECHANISM (3 minutes)

A. Does the guide need to be updated and revised annually? To be useful the guide must be updated on a regular basis. Consider how future revisions will be done when you first start planning your guide.

B. Major revision needs to be done at least every 3 years, if not more frequently.

C. Using web sites will facilitate easier updates.

VI. SUMMARY AND CONCLUSION (3-5 minutes)

A. Camping promotion is a significant part of the purpose of the Order and an important part of our commitment to supporting outdoor adventure and the council program.

B. Review the steps in developing the “Where To Go Camping” guide.

1. Determine the scope – what do you want to provide the units in terms of information?
2. Determine the amount of the information needed.
3. Develop methods of gathering and organizing the information.
4. Determine how the information will be presented and in what format(s).
5. Determine how the lodge will finance, publish, distribute, and revise the guide.

C. Review options available for distributing the information.

1. Print – book form
2. Web site
3. CD-ROM

D. Producing a “Where To Go Camping” guide is one of the most basic and effective ways lodges can promote Scout camping and provide an invaluable service to their council and Scouting.

LODGE COMMUNICATIONS

OBJECTIVE OF SESSION

The purpose of this session is to discuss the why, how, when, and who of communications. Why communicate? How to communicate? When to communicate? Who needs information?

PREPARATION

- Secure flipchart and markers.
- Secure copies of handouts and attendance sign-in sheets.
- Secure visual aids.

OUTLINE

I. INTRODUCTION

A. Write your name on the board and introduce yourself.

B. Have each person in the room introduce himself.

C. Obtain a session recorder:
1. State recorder's purpose, which is to take notes of discussion and key points made during the session. Notes will be compiled, summarized and turned into the training coordinator.
2. Ask for volunteers (preferably someone who is a lodge or chapter secretary).
3. If no one volunteers, appoint someone.

D. State the objectives of this session.

II. EXERCISE

Divide your group into two or three sections and pose to them the following questions:

A. What is the purpose of communication?

B. How do we communicate? (Have them list examples.)

C. How can we keep costs of communication down?

After approximately 30 minutes, have groups reassemble and with the help of the discussion leader, exchange ideas. Use chalkboard or flipchart to write down each group's contributions.

III. DISCUSSION

A. Why should we communicate?

1. Exchange ideas.
2. Keep informed.

B. How do we communicate?

1. Personal letters.
2. Telephone.
3. Form letters.
4. Publications.
5. Postcards.
6. FAX.
7. Email.
8. Web pages.

C. How can we keep costs down?

1. Keep long distance phone calls to a minimum.
2. Bulk mailing.
3. Printing.
4. Email.

D. Annual Lodge Planbook

Explain that highly successful lodges print an annual lodge planbook announcing the lodge's goals and challenges for the year. Explain that the incoming lodge chief usually writes the planbook with the help of the outgoing lodge chief and the incoming chapter chiefs. The publication is sent to every active member (or to the officers in larger lodges) at least one month before the incoming chief takes office.

E. Qualities of a good newsletter

1. Should appear neat and clean.
2. Should contain information of real interest.
3. Stories should be arranged into columnar form instead of long paragraphs of words
4. Articles should be well written - no misspelled words or incorrect grammar.
5. A colorful or interestingly drawn letterhead should be on the top the first page.
6. It should include drawings and pictures, if possible.
7. Should include a variety of articles such as personal profiles, editorials, craft ideas, chapter news, American Indian legend and history, etc.
8. Articles should avoid confusing wording. Should answer who, what, when, where, and how.
9. Should be concise. Avoid "run on" newsletters.
10. Should be published on a regular, punctual basis.

Point out that a newsletter doesn't necessarily have to be offset printed with pictures and multicolored letterhead to be a good newsletter. The key is that the newsletters conform strictly to all the other qualities of a good bulletin.

You should point out that a great looking offset bulletin can be ineffective if the content is not "up to par".

F. Qualities of a Good Editor

1. Involves many people in the writing and printing of the newsletter.
2. Is aware of deadlines and lead time and sticks to them.
3. Allows plenty of time for printing and mailing.
4. Edits well--avoids unnecessary repetition between articles.

Publishing Schedule. You should also comment that to be effective, the newsletter should be dependable as to when it comes out. This brings up the question of how many times per year it should be published. Some lodges publish a newsletter every month, others on a bi-monthly basis. Most publish on either a bi-monthly or quarterly basis. This is a question that the lodge must answer for itself.

Handout. At this point, hand out a sheet which lists the qualities of a good newsletter and the duties of a good editor. Encourage the participants to add any points that they came up with that are not included on the handout.

IV. SUMMARY AND CONCLUSION

A. Go over points of primary importance.
B. Answer questions.
C. Thank participants for attending.
D. Assist participants in finding their next session.

MEMBERSHIP PARTICIPATION AND RETENTION

OBJECTIVE OF SESSION

The purpose of this session is to discuss ideas and programs that will maintain Arrowmen interest in both the Order of the Arrow and Scouting. Discussion should also focus on those programs or events which "turn off" Arrowmen. It should be noted that by keeping Arrowmen interested in the Order, they will also remain active in Scouting.

PREPARATION

- Secure flipchart and markers.
- Secure copies of handouts and attendance sign-in sheet.
- Secure visual aids.

OUTLINE

I. INTRODUCTION

A. Write your name on the board and introduce yourself.
B. Have each person in the room introduce himself.
C. Obtain a session recorder:
1. State recorder's purpose, which is to take notes of the discussion and key points during the session. Notes will be compiled, summarized and turned into the training coordinator.
2. Ask for volunteers (preferably someone who is a lodge or chapter secretary).
3. If no one volunteers, appoint someone.

D. State the objectives of the session.

II. WHY DON'T MEMBERS PARTICIPATE IN LODGE ACTIVITIES?

Go over the responses received from the group. Take a survey from the participants about the points outlined. If they have their own reasons why members do not participate, listen to them. Be careful not to get hung up in an argument. Ask if there are reasons why new members don’t participate versus old members. The reasons are not the same.

III. WAYS TO ACTIVATE MEMBERSHIP

A. Set the example

Remember that every time you put on the uniform as a member of the Order, you are an ambassador. You represent the OA to your unit. You must live up to the expectations of your fellow Scouts who elected you. Scout camping - remember that you were elected as an honor camper and you are expected to be one. Through a good example you can show others that the Order is a sincere, worthwhile organization.

B. Attitude toward the Order of the Arrow

1. Remember that you are an ambassador for the Order when visiting units in your district. When attending call-outs, American Indian dances, or camping promotion visitations, be professional. Be in full uniform, including the OA sash. Show up on time. Be sure everything is completely organized and ready to go. Know what you are going to say and state it clearly. Be sure to thank the unit leader when you leave.

2. Elections: Explain the rules and make sure everyone understands them. Make sure that the Scouts know what the Order stands for and what it represents. Proceed quickly with the election, do not play games with the results such as delaying the announcement of results (if this is to be done) or the unit voting itself. Refer to the current printing of the *Guide for Officers and Advisers* for the election procedure.

3. Camping Promotion: Have the demonstration set and prepared to go. Be direct with the presentation. Be prepared to field questions.

C. Good Program

Make sure the program is interesting, informative, and fun. A good program is essential to keeping Arrowmen active and interested. Be sure to plan for and include the newest of members to the oldest veteran Arrowman.

1. Interesting meetings: Make each meeting unique as possible. Let everyone participate in the meeting in some fashion. Don't make it a one-man show. Have special features at the meetings, such as movies, guest speakers (sports, celebrity, special interest), exhibits, shows, hands-on activities (regalia making), holiday parties, picnics, etc. Have fellowship, refreshments, or cracker-barrel. Make sure that business is accomplished.

2. Committees: Have working committees that will include everyone. See that everyone is actively working on a committee, be it camping promotions, unit elections, ceremonies, etc. It is most important to make sure that there is something of interest for all.

3. Meaningful service projects: Projects should be something of lasting value; a project that an Arrowman can look back on and for which he can have a feeling of accomplishment. The projects do not have to be done only at camp.

D. Enthusiastic Leaders

Attitudes of the officers and older members greatly affect the lodge. It is a must that the older members remain enthused. The older member must set the example by being involved.

The officers must provide leadership. They are the ones who direct the lodge. They must attend each meeting with the vigor and enthusiasm with which they started. The officer must be willing to help the lodge or chapter members with problems. He must use, not abuse, the power entrusted to him.

E. Ceremonies

These are the first Order of the Arrow events seen. The symbolism is revealed. A perfect presentation is essential. The future participation and retention of the new members is greatly influenced by the professionalism shown.

F. Communications

Go over how each of the following can, and will, contribute to participation and retention:

- Publications (newsletters, etc.)
- Phone calling committees.
- Contact on an individual basis.
- Lodge Journey to Excellence program.

IV. CONCLUSION

Put it all together by restating points raised on how to activate the membership and what you must do to keep it.

Appendix 2

AMERICAN INDIAN DANCE AND SINGING COMPETITIONS

The following guidelines and judging criteria are in use at the national Order of the Arrow conference. Sections are encouraged to adopt them.

INDIVIDUAL DANCE COMPETITION

Any number of contestants from a lodge may participate in the individual dance competition. The top dancers may be asked to demonstrate their skills at an evening show, where they will be recognized with their awards. The rules are:

1. Each contestant must confirm his registration and receive his contestant number upon arrival at the competition. If in doubt as to which category to dance, the dancer should bring a photograph of his dance outfit to registration. The judges will assist in placing the dancer in the proper category.

2. There are five styles of individual dance competition:

   - Fancy Feather,
   - Grass,
   - Straight,
   - Old Time Sioux, and
   - Contemporary Northern Traditional.

3. Dancers must wear appropriate authentic clothing. The judges are the final authority on what constitutes appropriate authentic clothing.

4. Dancers must dance in the style of their outfit. In preliminary competition, if the dancer is eliminated in one dance style, he may change outfits and dance in another style, if time permits. The dancer must be registered in both styles. Dancers may not compete in the finals in more than one style.

5. Losing a major article from a dancer's outfit during the contest means automatic disqualification. Having the attire properly maintained and tightly secured eliminates this problem. The judges are the final authority on what constitutes a "major article".

6. Dancers must be under the age of 21 at the time of the competition, members of the Order of the Arrow, and registered participants at the event.

7. Dancers must visibly attach their contestant number to the front of their outfit.

8. Dancers must be prepared to dance either indoors or outdoors.

9. Dance practice and outfit construction should not take place after arriving at the competition.

10. Overstepping a song will lower a dancer's placement.

11. **No parts of any protected species are permitted on any outfit.** Violation of this rule will result in automatic disqualification. Please be aware of all state and federal laws regarding endangered species parts. (See Chapter 4, Section Conclave.)

12. **Within the guidelines found in the U.S. Code pertaining to the American Flag, flags are not to be used as wearing apparel. Therefore, no type of U.S. flag(s) will be permitted as part of a dancer's outfit.** Flag motifs in quillwork and beadwork are acceptable.

13. **National Order of the Arrow Face Paint Policy: national Order of the Arrow conferences and activities conducted beyond the individual lodge will not permit face paint, body paint or wigs to be used in social or competition dancing or in ceremonies.** (See Chapter 4, Section Conclave.)

14. The Boy Scouts of America policy regarding firearms and knives, as stated in the *Guide to Safe Scouting* will be followed.

15. The judges will determine the judging criteria and all decisions are final.

All dancers are required to participate in a critique of their American Indian clothing. This will take place immediately following the dance competition.

HISTORICAL GROUP DANCE COMPETITION

Group dance teams shall be made up of four or more members (at least three of whom must be dancers). All members MUST be from the same lodge. All team members must be under the age of 21 at the time of the competition, members of the Order of the Arrow, and registered participants at the event.

ACCEPTABLE HISTORICAL GROUP DANCES

In choosing the dance(s) to perform, consider the following:

1. Dances must be **non-religious** and in good taste.
2. Society, clan, or family dances are acceptable ONLY if written permission is granted by the tribal council, society, clan or family of the specific tribe from which the dance comes. **Such written permission must be included in the bound packet required for registration.** Therefore, permission must be requested far enough in advance to meet the registration packet deadline. Without this permission the dance will not be allowed.
3. **The following dances are not acceptable for competition:**

    - Masked dances of: Pueblos, Apache, Iroquois, Creek, Cherokee, or Northwest Coast tribes. A mask is defined as anything that covers the face of the wearer, hiding his true identity.
    - Ghost Dance, Pipe Ceremony, Pipe Dance, Sun Dance, Hopi Snake Dance, and the Peyote Ritual.

4. Dances that are kept so secret that information on them is incomplete should be avoided. The team must have accurate information.
5. Synchronized line dancing, as done at modern day powwows is NOT appropriate for historical group dance competition.
6. At the request of several gourd dance societies and their members, Gourd Dancing will not be allowed in historical group dance competition.
7. **Time limit** is fifteen minutes total time on stage. Total time includes: prop/scenery set up (if any), narrative, dance(s), outfit/clothing changes (if any), and removal of any props/scenery. Timing begins when the first participant steps onto the competition floor. Note: Background scenery is not necessary or required.
8. Teams are limited to a maximum of two dances. Performance of more than one dance is not required, but teams should ensure that judges are provided enough presentation time to fairly assess the team's knowledge and abilities.

RULES CONCERNING ATTIRE

1. **No parts of any protected species are permitted on any outfit.** Please be aware of all state and federal laws regarding endangered species parts. (See Chapter 4, Section Conclave.)
2. **Within the guidelines found in the U.S. Code pertaining to the American Flag, flags are not to be used as wearing apparel. Therefore, no type of U.S. flag(s) will be permitted as part of a dancer's outfit.** Flag motifs in quillwork and beadwork are acceptable.
3. **National Order of the Arrow Face Paint Policy: national Order of the Arrow conferences and activities conducted beyond the individual lodge will not permit face paint, body paint or wigs to be used in social or competition dancing or in ceremonies.** (See Chapter 4, Section Conclave.**)**
4. The Boy Scouts of America policy regarding firearms and knives, as stated in the *Guide to Safe Scouting* will be followed.

REGISTRATION PROCEDURES

1. The team must submit seven copies of their required research material (defined below in Judging Criteria) by the assigned due date. Late submissions will result in an automatic 3-point deduction from each judge.
2. The team's chairman and/or adviser must check in to confirm competition registration, receive a performance time, and receive up-to-date information on mandatory meetings, team roster requirements, etc.

JUDGING CRITERIA

Competing teams will be judged and awarded a score by each judge on the judging panel in each of the seven areas discussed below. Each area may receive a point score ranging from 0 to 10. Some areas have mandatory point deductions associated with failure to comply with stated rules. Each judge in the affected area will take the mandatory point deductions. Team standing/placement is determined by totaling all points received from the judges. Actual scores/points given by the judges will not be provided to the teams; however, critique sheets from all judges will be provided to the team at the conclusion of its performance. Relative ranking of the teams will be available the day after the competition is finished.

1. Authenticity **MAXIMUM POINTS (10)**

- The dance(s) must be historical group dance(s) of specific tribes; therefore, Northern Plains or Pueblo are not appropriate because they are culture areas, not tribes. Inter-tribal is even less specific. The dance(s) and outfit/attire should represent one particular tribe during a particular time in their history. The current and/or historic use of the dance(s) and the proper interpretation by the team will be considered.
- Group dancing is a coordinated effort. It is not a series of solo performances grouped under one title.
- Size of team: No preference is given to large or small teams; therefore, all teams will compete in one category. The judges are looking for quality of presentation and the selection of dance(s) suitable to a lodge dance team and the resources available to them.

2. Research **MAXIMUM POINTS (10)**

In addition to the seven copies submitted before the event, two complete copies of the team's research material should be brought to the competition. **All research must be typewritten and suitably bound.** Suitably bound means stapled with a cover and back sheet of at least 65-lb card stock. Three-ring binders, plastic comb binding, duo-tang style folders, etc. are not required. **Research submissions must include:**

- A description of the dance(s) as they will be performed;
- The historical background of the dance(s);
- The historical background of the song(s) used in the dance(s);

- A clear description of any props used, including pictures and/or drawings;
- A clear description of the outfits worn for the dance(s), including pictures and/or drawings;
- A description of the music and accompaniment used;
- A complete bibliography of references used to research the dance(s) (i.e., books, publications, unpublished material, interviews, personal correspondence, Website, etc. (www.answers.com/main/citations.jsp is a good guide when citing Web sources));
- A copy of the letter or permission from the tribal council, society, clan, or family as required for certain dances; and
- Name, address, and phone number (email if available) of a contact person representing the team.

NOTE: Xeroxed pages from any published work are NOT acceptable. Videotapes, video CDs, DVDs, and data discs are NOT acceptable. Research booklets should be a minimum of eight single-spaced typewritten pages, not to exceed fifteen typewritten pages, (photos and drawings/diagrams are not part of this limit).

3. American Indian Attire **MAXIMUM POINTS (10)**

Teams will be judged on the authenticity and completeness of their outfits. If a particular dance does not call for special attire, teams will be judged on the quality and appropriateness of each participant's attire. In the event a team performs more than one dance, points will not be subtracted for using the same attire for both dances, if from the same culture area.

4. Performance of Dance **MAXIMUM POINTS (10)**

Teams will be judged on the quality of the interpretation and presentation of their dance(s). Good use of allotted dance time will be considered. Teams will lose one point from each judge for every minute, or part there of, that they exceed their scheduled dance time. NOTE: If a team chooses to use the same dance(s) or outfits/attire at consecutive national Order of the Arrow conferences, they can expect to have a more critical review from the judges. Specifically, the judges will look for additional research as well as improvements and refinements in attire, dance, and presentation.

5. Ability to Perform as a Team **MAXIMUM POINTS (10)**

Teams will be judged on their ability to perform their dance(s) so as to exhibit a true oneness and feeling for the dance(s). Teamwork and perceptive interpretation of the dance(s) by the team as a whole will be considered.

6. Music **MAXIMUM POINTS (10)**

Teams will be judged on their use of drumming, singing and any other necessary musical accompaniment that should be used for their particular dance(s). As always, quality as well as authenticity of the musical aspect will be considered. The use of recorded music will be allowed, but it will cost the group a mandatory deduction of three points by each judge in this judging area.

7. General Effect and Impression **MAXIMUM POINTS (10)**

The general effect and impression of the overall presentation will also be evaluated. This somewhat subjective area will permit judges to evaluate the educational, entertainment and informational worth of the overall presentation.

RECOGNITION AND AWARDS

Awards will be given to the top finishing teams according to the judges' discretion. Awards for authenticity may be given, if deemed appropriate. Certificates will be awarded to each competing team.

Northern and Southern Singing Competitions

Drum members MUST be from the same lodge. All drum members must be under 21 years of age at the time of the competition, members of the Order of the Arrow, and registered participants at the event. Each lodge is allowed to enter one team. All singing must be done in a team fashion. Drums must furnish their own drum and drum stand, if used. Drum sticks are the responsibility of the singers. Chairs are provided.

ACCEPTABLE SONGS

1. Northern Drums must sing two northern songs. One of these must be a song that is sung for a special occasion, at a special time during the dance or for a special dance. (e.g., Flag songs, Veterans songs, Sneak-up, Rabbit Dance song). The other song can be a Northern Plains powwow song.
2. Southern Drums must sing two southern songs. One of these must be a song that is sung for a special occasion, at a special time during the dance or for a special dance. (e.g., Flag songs, Veterans songs, Trot songs, Snake and Buffalo). The other song can be a Southern Plains inter-tribal powwow song. Family songs should be avoided as well as songs of a religious nature, such as Sun Dance, Native American Church or Peyote songs.
3. Drums that sing northern-style songs in the southern competition, or vise versa, will receive a 5-point deduction from each judge.
4. Northern singing is a high falsetto voice with the honor beats in the melody of the song, normally in the second chorus.
5. Southern singing is a more nasal tone with the honor beats between the first and second chorus.
6. A list of two primary songs and four alternate songs may be submitted with proper documentation.
7. **Time limit** is fifteen minutes. Timing begins when the judges invite the team to sit at the drum. Any narrative is included in the time allotted. If teams wish to warm up, this should be done away from the competition. Any ceremonies or local rituals should take place privately away from the competition. Going over the allotted fifteen minutes will result in a 5-point deduction from each judge. All teams must be ready to perform fifteen minutes prior to their assigned times.

RULES CONCERNING ATTIRE

1. Northern Drums rightly wear dance outfits, long pants, short pants, and shirts while at the drum. No bare feet or open-toe shoes. Improper attire will result in a 5-point deduction from each judge.
2. Southern Drums are much more formal. Long pants are required. No bare feet or open-toe shoes. Improper attire will result in a 5-point deduction from each judge.

REGISTRATION PROCEDURES

1. The team must submit one copy of their required research material (defined below in Judging Criteria) by the assigned due date. Late submissions will result in an automatic 5-point deduction from each judge.
2. The team's chairman and/or adviser must check in to confirm competition registration, receive a performance time, and receive up-to-date information on mandatory meetings, team roster requirements, etc.

JUDGING CRITERIA

Drums will be judged and awarded a score by each judge on the judging panel in each of the eight areas discussed below. Some areas have mandatory point deductions associated with failure to comply with stated rules. Each judge in the affected area will take the mandatory point deductions. Team standing/placement is determined by totaling all points received from the judges. Actual scores/points given by judges will not be provided to the teams, however critique sheets from all judges will be provided to the team at the conclusion of the competition. Relative ranking of the teams will be available the day after the competition is finished. The judges will determine the judging criteria and all decisions are final.

1. *Research* **MAXIMUM POINTS (20)**
In addition to the one copy submitted before the event, two additional copies of the team's research material should be brought to the competition. **All research must be typewritten and suitably bound.** Suitably bound means stapled with a cover and back sheet of at least 65-lb card stock. Three ring binders, plastic comb binding, duo-tang style folders, etc. are not required. Teams will be evaluated on the quality of the research they have done for the songs they have chosen to sing. **Research submissions must include:** origin of song (tribal affiliation), meaning of song (if any), how the song is structured, and references (professional recordings, etc). Historical background of the songs should also be included.

2. *Synchronization of Drum and Voice* **MAXIMUM POINTS (10)**
All competition songs should be sung in the appropriate manner: lead, chorus, honor beats, and pickup beats. The singers should sing as a group instead of individuals, and the ending of the song should be definite with no over-beats.

3. *Sound Quality* **MAXIMUM POINTS (15)**
The singers should match in pitch and harmony for the most part. The drum beat should not overpower, be louder than, the song. The second/chorus should not be lower in pitch/volume from the lead.

4. *Dance-ability* **MAXIMUM POINTS (10)**
Songs should be sung at the appropriate tempo. If a song was composed as a slow, medium or fast song it should be presented that way for competition.

5. *Language and Pronunciation* **MAXIMUM POINTS (20)**
Songs should be sung with the correct vocables and/or words.

6. *Teamwork* **MAXIMUM POINTS (15)**
Teams will be judged on their ability to sing the songs as a group. The individual singers should work as one group instead on one or two "stars" pulling the weight for the entire group.

7. *General Effect and Impression* **MAXIMUM POINTS (10)**
The overall general effect and impression of the songs will also be considered. Some of the factors that will be considered are: the teams' confidence, presentation and explanation of the songs, care of the drum and stick, timeliness, not going over the stated time limit, etc.

8. *Constructive Comments* **NOT SCORED**

RECOGNITION AND AWARDS

Awards will be given to the top three drums. Special Honorable Mention awards may be given, if deemed appropriate. Participation certificates will be awarded each drum.

Appendix 3

CEREMONY TEAM EVALUATION AND COMPETITION

There are two methods of conducting ceremony team events at a conclave. One is an evaluation of team performances against a standard; the other is an evaluation along with the top teams competing against one another to determine an overall winner. Both approaches are designed to improve ceremonial performance and to maximize the quality of the induction experience for the candidate.

EVALUATION

The council of chiefs is encouraged to conduct ceremony team evaluation at all conclaves. Evaluation provides an opportunity for teams to learn how to improve ceremonies from qualified evaluators. Ceremony team evaluation is purely educational. There is no need for teams to be highly experienced to participate.

The objective of evaluation is to help each team learn through a thorough and positive critique with suggestions for improvement. Ceremony teams are not evaluated against each other but rather against a national standard. One team's rating does not affect any other team's rating. Each team is rated only on its own performance. No attempt is made to identify or reward the "Best Ordeal Team" through ceremony team evaluation. “Honor Team” is the rating awarded to the teams that meet the national standard.

COMPETITION

The council of chiefs should conduct ceremony team competition at their conclave only if the section has several high quality ceremony teams that would benefit from an opportunity to compete against each other. Ceremony team competition motivates experienced teams to improve their ceremonial performance. It fosters a healthy competitive atmosphere where teams are compared with one another.

Ceremony team competition should never be held without ceremony team evaluation. All teams that participate in a ceremony team competition are required to participate in a ceremony team evaluation so that they may benefit from the feedback.

No attempt should be made to identify or reward the best principal in a particular ceremony (i.e., "Best pre-Ordeal Meteu”). The true test of a ceremony team is how the team members work together in presenting the ceremony for the candidates, not how one individual performs. The council of chiefs must decide whether to recognize the top one, two, or three teams in each ceremony. The team ratings to be awarded are: 1st, 2nd, and 3rd Place Team.

ORGANIZING THE EVENT

The council of chiefs must decide whether to conduct only ceremony team evaluation or evaluation with competition at the conclave. They must also decide well in advance of the conclave which ceremonies will be performed. At a minimum, ceremony team evaluation should include the pre-Ordeal ceremony. Evaluations may also be held for call-out, Ordeal, Brotherhood, and Vigil ceremonies. Ceremony team competition can be for any ceremony but it is most commonly held for the pre-Ordeal and Brotherhood ceremonies. Information regarding which ceremonies will be performed, how many teams per ceremony each lodge can enter, and any pre-registration deadlines should be distributed well in advance of conclave. Lodges may need to pre-register teams to ensure adequate facilities and staff.

Allow a minimum of 45 minutes (preferably an hour) for each performance, evaluation, and judging of the pre-Ordeal ceremony. Allow a minimum of an hour (preferably 75 minutes) for the Ordeal or Brotherhood ceremonies. The council of chiefs may elect to omit the "Lodge Closing Ceremony" from the Ordeal and Brotherhood ceremonies in the interest of time. Allow sufficient time for all Vigil participants to view all of the performances for Vigil evaluation or competition.

The fundamental principle in providing a fair ceremony team competition is that all teams for a given ceremony must have the same set of judges view the performances. Any system that uses different sets of judges (i.e., numerical scores or some other means to rate teams viewed by different judges) is subject to bias and should not be used.

Hold an orientation meeting for team representatives and ceremony events staff early in the conclave weekend. The staff will arrange the teams in venues so that no staff member evaluates their own lodge except as a memory judge. Each team representative will bring back the information to their lodge about when and where the team(s) will perform.

One staff member should be designated as the memory judge to check the team against the text as they perform. They will mark the text with words missed, added, or transposed and incorrect movements to assist in assessing conformity with the printed text and movement diagrams.

RATINGS

The goal of this conclave event is to produce teams that perform better induction ceremonies. The true test of a ceremony team is how they work together in presenting a ceremony for candidates. Judges should watch the team as a group, seeking good examples of continuity, the flow of the ceremony from one principal to another, and the impression that would be made on the candidates in a real ceremony back home.

An evaluation sheet with a chart of evaluation categories and national standards is at the end of this Appendix. Each staff member should record their ratings for each team's performance and make notes for the team on the reverse side. Each of the principals is to be rated using the evaluation categories shown. Assign an overall rating of Outstanding, Excellent, Good, or Fair for each principal based on how well the principal did on average in all evaluation categories.

For ceremony team evaluation the national standard for "Honor Team" is:

- At least three of the four principals must be rated "Excellent" or "Outstanding".
- No more than one principal is rated "Good".
- No principal is rated "Fair" overall or in any category.
- No movements in the movement diagrams may be altered.

For ceremony team competition the process, standard, and evaluation categories are the same. There is an additional step of selecting the 1st, 2nd and 3rd Place teams from among the "Honor Teams".

Hopefully, the team rating can be determined by consensus. If consensus is not possible, the head judge may call for a show-of-hands vote. In the event of a tie the head judge will decide the rating. Appeals should not be allowed. The decisions of the judges are final.

The ratings should be discussed with the team to help improve their performance. The judges should make a record of the ratings awarded to each team. Give this information to the section chief or his designee for use in a public recognition. Give all other papers and notes to the team's leader immediately. The team needs the written comments. Thank and congratulate everyone for participating.

RULES

Lodges with teams meeting and abiding by the following rules are eligible to be rated on their performance. At the discretion of the council of chiefs, teams that do not meet a requirement below may perform for training purposes but are not eligible to receive a formal evaluation and will not receive a rating.

1. The lodge must have a current year's charter from the national office.

2. All team members must be from the lodge entering the team with their current year's lodge dues paid and be registered members of the Boy Scouts of America.

3. Each team participant must be younger than 21 on the day of the performance.

4. Lodges may enter more than one team including multiple teams performing the same ceremony (such as two or three different pre-Ordeal teams) as time and logistics permit.

5. Ceremonialists may perform with only one team per ceremony category. An individual may, however, perform in more than one category (i.e. a ceremonialist may perform on both a pre-Ordeal and Brotherhood team but not on two pre-Ordeal teams).

6. Each ceremony team that performs must be an active team performing ceremonies within the lodge. "All-star" or "conclave only" teams are not allowed.

7. All ceremonialists must wear American Indian style dress and their current Order of the Arrow sash. All principals should be of the same tribe, nation, or other historic group to blend with each other.

8. The use of face paint, body paint, endangered animal parts, wigs, or any type of U.S. flag are prohibited. (See Chapter 4, Section Conclave.) Any display of disrespect, carelessness and/or gross inappropriateness for American Indian customs may be cause for disqualification of the team.

9. Appropriate undergarments shall be worn under costumes. Each participant must wear shorts for modesty. For safety reasons appropriate footwear should be worn.

10. The Boy Scouts of America policy regarding firearms and knives as stated in the *Guide to Safe Scouting* will be followed.

11. Ceremony teams will provide the required tokens and any additional props they wish to use. The conclave staff will provide markers to indicate the locations of the fire lay and firepots in the performance area. A “burden” will be provided for the Brotherhood ceremony. No other tokens, props or materials will be provided.

12. Teams are strongly encouraged but not required to have at least two Arrowmen act as candidates for the ceremony performance. Extra personnel may be used to enhance a team's performance limited only by conformity with the appropriate Order of the Arrow ceremony.

13. All parts must be fully memorized using the latest printing of the appropriate Order of the Arrow ceremony.

14. Each ceremony team performing must provide at least one staff member to help run the event. Judges will not evaluate teams from their own lodge except as a memory judge.

15. If call-out ceremonies are performed, a team must bring a typed copy of their call-out ceremony text to be used for judging memorization.

CEREMONY TEAM EVALUATION

Category	Fair	Good	Excellent	Outstanding
Gestures	-Has few gestures or -Gestures don't make sense	-Has some good gestures -Some gestures need improvement	-Emphasizes most important points -Meanings fairly clear	-Emphasizes all important points -Meaning clear to candidates -Could express the message without words
Clarity & Rate	-Lines garbled or mumbled or -Excessively fast or very slow	-Good clarity but could be improved or -Change of rate would improve presentation but understandable	-Projects well overall -Rate stays at same slow pace that is easily understood	-Would be clear to 50 candidates -Rate varies appropriately but is always slow enough to be understood
Bearing	-Body language/facial expression absent or unclear for role	-Non-verbal cues generally appropriate for role	-Non-verbal cues are consistent with spoken words	-Role clear without words
Expressiveness	-Little change in tone or use of emphasis	-Good emphasis and notable changes in tone	-Strong use of pauses and makes words reflect their meaning	-Words always sound like what they represent
Movements	-Missed movement	-Near perfect. No noticeable omissions or errors	-Movements perfect	-Movements perfect
Memorization	-Words or even lines missed or -Obvious pauses or needs prompting	-A few words missed or transposed but not noticeable. No key items omitted and no obvious pauses	-Occasional word missed or transposed but not noticeable. No key items omitted and no obvious pauses.	-Letter perfect memorization

Rating the Ceremonialist:
Do not assign the overall rating (Good, Excellent, or Outstanding) based on that principal's best or worst category (Gestures, Bearing, etc). Assign the overall rating based on how the principal did, *on average*, in all the categories. **However, if a principal is rated "Fair" in any category then the principal must be rated "Fair" overall regardless of the principal's ratings in the other categories**.

Participant Name	**Principal**		**Overall Rating (circle one)**		
	Nutiket	Fair	Good	Excellent	Outstanding
	Meteu	Fair	Good	Excellent	Outstanding
	Allowat Sakima	Fair	Good	Excellent	Outstanding
	Kichkinet	Fair	Good	Excellent	Outstanding

Honor Team Criteria:

- At least three of the four team members must be rated **Excellent** or **Outstanding.**
- No more than one team member is rated **Good.**
- No team members are rated **Fair.**
- No movements indicated in the movement diagrams may be altered.

Honor Team: **YES** **NO**

Lodge Name: **Ceremony:**

SECTION CONCLAVE REPORT

A fill-able version of this form is available for download at www.oa-bsa.org/resources/forms/

SECTION: _____ **DATE:** _____

DATE OF CONCLAVE: _____ **SITE OF CONCLAVE:** _____

SERVICE COUNCIL: _____

COUNCILS ATTENDING:	# YOUTH ATTENDING	# ADULTS ATTENDING	TOTAL ATTENDING
TOTALS: # of COUNCILS:			

FEES: PER DELEGATE: $ _____ DAY ATTENDEE: $ _____ SERVICE COUNCIL: $ _____

GUESTS ATTENDING:

NAME	POSITION

OUTSTANDING FEATURES OF THIS CONCLAVE: _____

NEXT YEAR'S CONCLAVE

DATE OF CONCLAVE: _____ **PROPOSED SITE:** _____

SERVICE COUNCIL: _____

DISTRIBUTION: Email this report (3 pages) and the Final Financial Statement to the region chief, region chairman, region staff adviser, OA director, and members of the section council of chiefs.

SECTION CONCLAVE REPORT - Page 2

CONCLAVE TRAINING:

TITLE	LEAD TRAINER	# TRAINED

CONCLAVE COMPETITIONS:

(Check Those Held)	1st PLACE COUNCIL	2nd PLACE COUNCIL
☐ Newsletter		
☐ Website		
☐ Camping Promotion		
☐ Unit Elections		
☐ Where To Go Camping Guide		
☐ American Indian Crafts		
☐ Individual Dance		
☐ Historical Group Dance		
☐ Northern/Southern Singing		
☐ Sports (specify)		
☐ Other (specify)		
☐ Ceremony Team Competition		
☐ Ceremony Team Evaluation	# of Honor Teams:	

CONCLAVE WORSHIP SERVICE:

☐ (Check If Held)

Collection of $: _____ went to: _____ (e.g., Maury Clancy Fund, etc.)

CONCLAVE FINANCES:

☐ National Activity Surcharge (check if paid)

☐ Accident & Sickness Insurance (check if paid)

☐ Final Financial Statement (check if attached)

ROSTER OF SECTION AND CONCLAVE PERSONNEL

SECTION: _____ **DATE:** _____

	NAME	ADDRESS	EMAIL ADDRESS	PHONE(S)
Section Chief				
Section Vice Chief				
Section Secretary				
Section Adviser				
Associate Section Adviser				
Section Staff Adviser				
Next Year's Conclave Coord'r				
Next Year's Conclave Adviser				

FORMAT OF THE CONCLAVE FINAL FINANCIAL STATEMENT

Income		**Budget**		**Actual**	
Delegates & Staff	(205 x $28)	$5,740.00	(212 x $28)	$5,936.00	
Excess Revenue from Previous Conclave		300.00		300.00	
Patch Auction		350.00		894.50	
Trading Post Sales					
Patches	(500 @ $1.75)	875.00	(514 @ $1.75)	899.50	
Pins	(300 @ $1.25)	375.00	(273 @ $1.25)	341.25	
Mugs	(220 @ $2.75)	605.00	(216 @ $3.00)	648.00	
TOTAL INCOME		**$8,245.00**			**$9,019.25**
Expenses					
Food	(205 x $17.00)	$3,485.00	(212 x $16.77)	$3,555.24	
Printer & Paper		150.00		135.75	
Coordinator Expenses		100.00		13.50	
National Activity Surcharge	(205 x $6.00)	1,230.00	(212 x $6.00)	1,272.00	
Accident & Sickness Ins.	(205 x $0.60)	123.00	(212 x $0.60)	127.20	
Awards		150.00		151.26	
Speaker		50.00		0.00	
Training, Programs, & Pageant		250.00		228.07	
Trading Post Expenses					
Patches	(600 @ $1.25)	750.00	(598 @ 1.09)	651.82	
Pins	(300 @ $ 0.77)	231.00	(304 @ 0.683)	207.63	
Mugs	(244 @ $2.15)	524.60	(241 @ 2.30)	554.30	
Shipping		50.00		30.24	
Next Year's Section Budget		1,000.00		1,055.00	
Contingency		151.40		0.00	
TOTAL EXPENSES		**$8,245.00**			**$7,982.01**
Net Funds		**0.00**			**$1,037.24**

DISTRIBUTION OF NET FUNDS

Transfer to service council for next year's conclave (7 councils x $100.00)		**$700.00**
(NOTE: Transfer may be up to $300 per council in the section)		
Refunds		
Council A	(56 delegates)	89.08
Council B	(57 delegates)	90.67
Council C	(0 delegates)	0.00
Council D	(21 delegates)	33.41
Council E	(35 delegates)	55.68
Council F	(37 delegates)	58.86
Council G	(0 delegates)	0.00
Section Staff	(6 delegates)	9.54
		337.24
TOTAL DISTRIBUTION OF NET FUNDS		**$1,037.24**

Appendix 5

COUNCIL MERGERS

The Order of the Arrow is a national program of the Boy Scouts of America. The Order of the Arrow program is used by each local council to recognize youth and adults as those individuals who exemplify and live the Scout Oath and Scout Law in their daily lives, to instill the values of servant leadership, provide service and program support to the local council, and further develop the values of Scouting within OA members.

In an effort to better provide the Scouting program to youth, councils conduct long-range or strategic plans using materials, guidebooks, benchmarks, and index of growth charts provided by the Boy Scouts of America. As a part of its annual charter renewal process, the council is charged with keeping its long-range plan current, and its services within standards of the Boy Scouts of America.

Changing demographics, economic factors, employment, and other items within local council territories create situations in which the expected quality and service to youth provided by the council can be accomplished more efficiently by a merger of councils. Many of these mergers are the result of the initial research and study incorporated in the strategic plan process which helped focus the council on its responsibilities and, in some cases, inability to fulfill its charter obligations through its current organization.

What is the role of the Order of the Arrow in the merger study process?

As an integral part of the local council, the Order of the Arrow is affected by merger decisions and therefore, its members will follow the study with interest. Merger decisions are the province of the executive board of each council involved in the merger discussions. Lodge leadership should only participate in merger discussions and decisions if invited by the council leadership. Otherwise, the OA and lodge should allow the discussions and subsequent decisions to come about through an established orderly and legal process. During merger discussions, the lodge should continue to fulfill its responsibilities to its members, troops, candidates, and the council. The Order of the Arrow must not go on record as being for or against a merger and must support any decision made by the council executive board.

If the council votes to merge, then the lodge leadership has a critical obligation to accomplish a smooth and quick transition of the existing lodges into a single, merged lodge in the new council. Since the lodge is an integral part of the council and its existence is solely based on the existence of the council, it is important to understand that once the councils merge, the lodges must also merge. **To not merge the lodges is not an option.** <u>The lodge merger must be accomplished within six months of the effective date of the council merger</u>. Delays in completing the lodge merger will be detrimental to the success of both the new council and the new lodge. A charter application for the merged lodge may be submitted at any time during the merger period.

Items to consider in this process are:

1. The council Scout executive of the new council should appoint a lodge adviser and a lodge staff adviser for the new merged lodge.

2. Current lodge officers should fulfill their responsibilities jointly until the election of new officers. There is nothing wrong with having co-chiefs or co-vice chiefs during the six-month transition period.

3. The name and totem of the new merged lodge should be determined. (Any combination of the former lodge names and totems may be considered, as well as new ones.)

4. An organizational plan should be developed to fulfill the responsibilities of the new merged lodge in the new council. (Lodge Rules should be written and approved by the council Scout executive.)

5. Scheduled lodge meetings and activities should be completed while merging the calendars and establishing dates for officer elections and activities of the merged lodge.

The positive and supportive leadership of the lodge officers and advisers will make a tremendous difference in the successful transition to the new merged lodge.

Appendix 6

REGION REALIGNMENTS

As council mergers occur, the number of councils served by an area director will change. Periodically the region director will effect a realignment of the councils within the region by redefining the geographical boundaries of the areas. By doing this the region director balances the workload of the area directors and achieves economies of scale. The number of areas within the region may also change.

Whenever region realignments occur, Order of the Arrow sections are affected. Section boundaries, the councils assigned to the sections, and the section officers and advisers may change depending on the assignment of the councils within the new structure. It is important that the Order of the Arrow facilitate the realignment process and effect a smooth transition. The following procedure has been used with great success:

1. The region director will define the geographical boundaries of the new areas and appoint the area directors.

2. The region Order of the Arrow chairman and region staff adviser will provide recommendations to the area directors on the number and boundaries of the sections, the section identifiers, the councils assigned to the new sections, and the section advisers to be appointed.

3. The area directors will decide the section composition, identification, and boundaries and pick the section advisers, with the concurrence of the region Order of the Arrow chairman and region staff adviser. This information must be published. Councils must be notified and appointment letters must be issued.

4. The realignment of the Order of the Arrow sections should not be implemented until the next conclaves are held. Therefore, the next conclaves must occur as scheduled and involve the lodges in the old sections. The old sections will elect new section officers at these conclaves. Immediately following the conclaves, the new sections with their new compositions will be in effect.

5. There will be some sections that will have multiple officers for some positions, based on the new assignment of the home councils of the new officers. This condition will exist until the next year's conclave. The guiding principle to be followed is that <u>no elected youth officer is to be hurt by the realignment</u>.

6. There may also be situations with officer vacancies in the new sections. In this event, a special, pre-announced council of chiefs meeting must be scheduled for the councils in the new sections. The procedures for filling such vacancies are detailed in Chapter 2, Section Rules, Rule IV. E. Written permission to run for office is still required before these special elections. The names, addresses, and telephone numbers of the newly elected officers must be provided to the region chairman and region staff adviser immediately following the election.

7. After the normal closeout of the old section conclave budget and the refunds to the participating councils, the section operating budget and any section monetary reserve must be divided and passed to the new sections. Divide the section operating budget according to the reassignment of the section officers; this will support them in the new sections. Divide the monetary reserve by the number of councils in the old section. Transfer a share of the reserve to the new sections for each council transferred.

8. The last step is for the new section to set its next year's conclave date and location and to define a new conclave rotation schedule reflecting the new section composition.

Appendix 7

SECTION OFFICER PERFORMANCE

On occasion situations may arise where a section officer has engaged in wrongdoing or has not fulfilled the responsibilities of his position. These situations do not maintain good order or set a proper example for others and, if unaddressed, could endanger fulfillment of the purpose of the section.

The following steps should be taken if a section officer has engaged in wrongdoing which in the opinion of the section adviser, section staff adviser and area director necessitates removal from office:

1. The section officer's Scout executive and lodge adviser must be notified of his removal, along with the region chairman.

2. The officer will be given the opportunity to resign if he chooses; failing that, he will be removed.

3. The council of chiefs will be notified and the vacancies created will be filled in accordance with the section rules.

If the section officer is not fulfilling the responsibilities of his position, the following recommended procedure should be implemented:

1. The section adviser should have a private talk with the youth outlining the deficiencies and the seriousness of the situation.

2. If the talk does not correct the situation and the section adviser, staff adviser, and area director all agree, the section adviser should give the officer a written notice, detailing the deficiencies, dates by which they must be corrected, and notice that failure to do so will result in his removal. The region OA chairman should be informed at this time. All of this must occur within the first 10 months of his term.

3. At this point the officer has the option of correcting the situation, resigning, or face removal.

4. If he corrects the situation, nothing more happens unless future deficiencies should result in reconsideration of his removal by the section adviser, section staff adviser, and area director.

5. If he resigns, the council of chiefs will be notified and the vacancies created will be filled in accordance with the section rules.

6. If he fails to correct the situation or regresses, the section officer's Scout executive and lodge adviser will be notified of the planned removal and the steps that have been taken to correct the situation leading up to this. The section adviser will also follow up with the region chairman for his thoughts and influence.

7. If nothing changes as a result of these interactions, the officer will be given a final opportunity to resign for the good of the Order. Failing to do so, he will be removed and the vacancies created will be filled by the council of chiefs in accordance with the section rules.

The overall goal in this recommended performance process is to help the officer be successful in fulfilling his responsibilities, not to remove him. Failing that, however, he may be removed for the sake of the Order and for successful achievement of the section's purpose.

APPENDIX 8

NATIONAL CHIEF AND VICE CHIEF ELECTION PROCEDURE

This procedure is defines the election process for the candidates and the electorate. They are designed to provide all candidates an equal opportunity for election. All section chiefs should be aware of the process, whether or not they intend to run for national office.

General Election Procedures

- The section chiefs will be given copies of all approval letters received by the director upon their arrival at the planning meeting.
- For the election of the national chief and national vice chief, the interpretation of the *Field Operations Guide* and this procedure will be the responsibility of the current national chief, the current national vice chief, the national chairman, and the director.

Election Facilities

- The election for national chief and national vice chief will be conducted in a meeting room of sufficient size and comfort for a well-focused election.
- The following will be provided: chairs sufficient for all present, a digital projector, a rostrum or podium, and light refreshments.
- The meeting room will provide privacy for the election proceedings.

Exiting the Election Facilities

During the election of the national chief and vice chief, all section chiefs will be required to stay inside of the election room barring any emergency (with the exception of the final election procedures). The national chairman, director, current national chief, and current national vice chief may enter and exit as necessary. During the break between election of the national chief and national vice chief, section chiefs are free to enter and exit the room.

Approved Attendees

Only the following individuals may be present during the election proceedings: current national chief, current national vice chief, section chiefs attending the national planning meeting, the national chairman, and the director.

Presiding Officers

The current national chief will preside over the election of the national chief and national vice chief.
In the event that the national chief is not in attendance at the time of the elections, the national vice chief will preside over the elections. Additionally, the national chief may delegate election duties to the national vice chief as appropriate. Thus, “presiding officers” will refer to the current national chief and the current national vice chief.

Seating

The seating for the section chiefs will be alphabetically assigned by last name.

Time Keeping

In the election of the national chief, the current national vice chief will keep time for all comments. The current national chief will keep time for all comments in the election of the national vice chief. Candidates will be given thirty (30) second and five (5) second warnings. At the expiration of time, the timekeeper will state, “Time!” at which point the candidate must terminate his comments.

Ballot Certifier
During the preliminary election procedures, a ballot certifier will be chosen to assist with the counting of the ballots. The ballot certifier will be a section chief who is ineligible to run for national office. A different ballot certifier will be chosen for the election of the national chief and national vice chief. The ballot certifier will be allowed to vote in all elections and will remain seated in alphabetical order when not performing duties. In the event of the absence of either the current national chief or the current national vice chief, the presiding officer will choose two ballot certifiers for each election.

Late Arrivals
Should the national chief or national vice chief arrive at the national planning meeting late, he will immediately assume his appropriate duties in the election procedures. If a second ballot certifier has been chosen, he will be relieved of his duties when the national chief or national vice chief arrives to replace him.

Should a section chief arrive at the national planning meeting late (due to extenuating circumstances, as determined by the national chairman), the current election will be halted. The section chief will immediately be admitted to the election room and be allowed to vote during the next ballot compilation. If he is eligible for election, he may declare his intention to run in the current election. In this case, the presiding officers will entertain a motion to place him on the top of the list of nominees for the current round in the election. This motion requires a second and a two-thirds majority vote by the section chiefs. This is the only manner by which candidates may be placed on the ballot late. No one may be added to the list of nominees once final voting procedures have begun, as described below.

Ballots and Voting
All section chiefs present at the national planning meeting will be entitled to vote in every round of both the national chief and national vice chief elections. The presiding officers will print ballots in advance of the national planning meeting. During all ballot compilations, the number of ballot sheets submitted must equal the number of section chiefs present.

Abstentions: Section chiefs may abstain from voting by turning in a ballot with "ABSTAIN" written on it. During the election introduction, as described in paragraph (2) below, section chiefs will be advised not to abstain unless they feel unqualified to make an informed decision. In calculating a majority, the total number of abstentions is subtracted from the total number of submitted ballots.

No-vote: Turning in a blank ballot will be considered a no-vote. A no-vote is effectively a vote against all candidates. A no-vote is counted in the total number of ballots when calculating a majority.

NOTE: The difference between a no-vote and an abstention becomes relevant in the final round. However, they will be noted and accepted for all rounds.

Specific Agenda for Election Proceedings

PRELIMINARY ELECTION PROCEDURES:

1) CONVENE: At an announced time at the national planning meeting, the approved attendees will convene in the specified meeting room and be seated appropriately.

2) INTRODUCTION: The presiding officers will review and explain the election procedure.

3) EXPLANATION OF JOB RESPONSIBILITIES: The presiding officers will explain the job responsibilities of the national chief (national vice chief), citing the *FOG* and their own personal experience, if they so choose. They may also invite the national chairman and/or the director to address the section chiefs.

4) QUESTIONS: The presiding officers will answer any questions regarding the election process or job responsibilities.

5) SELECTION OF BALLOT CERTIFIER: The names of all section chiefs ineligible for national office will be placed on slips of paper drawn out of a bag. The national chief will then draw one name and announce it to the section chiefs. The selected person, upon his consent, will be designated the ballot certifier. This process will be repeated if t is necessary to select a second ballot certifier.

6) REVIEW TIME: The section chiefs will be given five (5) minutes to silently review the approval letters they received upon arrival. The section chiefs will remain seated in alphabetical order.

7) DECLARATIONS OF INTENT: The presiding officers will open the floor to candidate declarations to run for office. All section chiefs wishing to run for the office will raise their hand and be recognized. Upon being recognized, the section chiefs will declare his intention to run for office and confirm his eligibility. Nominations and seconds will not be required.

8) CLOSURE OF DECLARATIONS: After all declarations have been heard, the presiding officers will entertain a motion to close the floor to declarations of intent. The motion must be seconded and approved by a majority of the section chiefs. The presiding officers will then randomly establish the order of speeches by drawing names of declared section chiefs individually out of a bag. The order of section chiefs will be displayed on a digital projector as it is established. With the exception of a late arrival, no further section chiefs will be allowed to run for the office at hand.

9) ROUND ONE: The presiding officers will recognize each nominee, in the randomly assigned order. Each recognized candidate will be given one minute to make comments to the electorate. All section chiefs, except the commenting nominee, will remain seated during this process.

10) BALLOTING: Section chiefs will then be given one minute to silently complete a ballot provided to them by the presiding officers.

Section chiefs may vote for up to half of the nominated candidates, rounding up to the next whole number. *For instance, if there are thirteen candidates, section chiefs may vote for up to seven candidates. If there are sixteen candidates, section chiefs may vote for up to eight candidates, and so forth.*

The presiding officers will collect the ballots as they are completed. Section chiefs will remain seated and silent until all ballots have been collected.

11) COMPILATION OF BALLOTS: Once all ballots have been collected, the presiding officers and the ballot certifier(s) will privately convene in the front of the room. The remaining section chiefs are free to move about until the compilation is completed, but may not approach the table where ballots are being counted.

The presiding officers and the ballot certifier(s) will privately and collectively count the votes. The number of votes received by each candidate will be recorded.

If, in the view of the presiding officers and the ballot certifier(s), any ballot contains more votes than the number allowed or any portion is deemed indiscernible, the entire ballot will be considered an abstention.

The section chiefs will be called to order and seated; the complete results of round one will then be displayed. The presiding officers will then display the names of the candidates (in the previously selected random order) who have qualified to advance to the next round.

The number of section chiefs advancing to the next round will be equal to the number of candidates for which a section chief could vote. (For example, if section chiefs could vote for eight candidates, the eight candidates receiving the most number of votes will advance.)

In the case of a two-way tie for the final advancement slot, both candidates tying for the final slot will advance.

In any cases where more than two candidates tie for the final slot, none of the said tied candidates will advance. This rule is excepted when removal of all tied candidates would leave only one candidate remaining. In this case, the leading candidate and all candidates tied for the final advancement slot will advance and final voting procedures will begin.

Final voting procedures will take effect when the list of candidates has been narrowed to two individuals, or in the case of the above mentioned exception, four people.

12) ROUND TWO AND THREE: For the second and third rounds the presiding officers will recognize each nominee, in the randomly assigned order, for two (2) and two (2) minutes, respectively, to make comments to the electorate. All section chiefs, except the commenting nominee, will remain seated during this process.

13) BALLOTING AND COMPILATION OF BALLOTS: Proceed as previously described between each round.

14) ALL SUBSEQUENT ROUNDS PRIOR TO FINAL VOTING PROCEDURES: After rounds two and three, no comments will be given between balloting rounds. Balloting Rounds will continue until final voting procedures begin.

FINAL VOTING PROCEDURES:

15) REMOVAL OF FINAL CANDIDATES: The remaining candidates will be asked to leave the room. A presiding officer will escort them to a waiting room just outside of the election room. The final candidates will not communicate with anyone, except each other, while outside of the election room.

16) QUESTION SELECTION: Each section chief remaining in the room and each presiding officer will be issued a piece of paper on which he may choose to write down his name and one question. The presiding officers will then collect the slips and publicize the questions to the section chiefs. The presiding officers will guide the group in selecting three of the proposed questions.

17) QUESTIONS: In the randomly assigned order, a presiding officer will invite the remaining candidates back into the room one-at-a-time. The submitting section chief will then ask his approved question. The candidate will have unlimited time to answer each question. After answering the questions, the candidate will leave the room and the other candidate(s) will be brought into the room to answer the same questions. .

18) FINAL BALLOTING: With the final candidates remaining outside of the room, the presiding officers will distribute ballots and allow one minute for the remaining section chiefs to complete the ballots. Section chiefs may vote for only one candidate.

One of the presiding officers and the ballot certifier will deliver a blank ballot to each of the removed final candidates. They will be given one minute to vote for one candidate. The presiding officer and the ballot certifier will then deliver the completed ballots back to the election room.

19) FINAL BALLOT COMPILATION: The presiding officers will collect the ballots and publicly and announce each vote. The section chiefs will remain seated during this process. If a candidate receives a majority of votes (more than half of the ballots submitted [minus abstentions]), the election will be declared final.

When there are more than two final candidates and when no majority is achieved, the candidate (or candidates tied) with the fewest number of votes will not advance and will be invited back into the room. Final balloting will then immediately proceed with the remaining candidates. If more than one candidate is tied for the fewest number of votes, AND if dropping the tied candidates would result in only one remaining candidate, no one will be dropped.

In the event that neither of the final two candidates receives a majority after final balloting, a second ballot will immediately be taken. If after this ballot no candidate has yet received a majority, the voting will be declared deadlocked and one final vote will be taken. If after this third and final vote no candidate has yet received a majority, the presiding officer will cast the necessary votes to give a candidate a majority. (In resolving this deadlock, the third and final tabulation will be conducted in secret at the front of the room with the presiding officers and the ballot certifier so that only the presiding officers and the ballot certifier will know this was done.)

20) ELECTION OF THE VICE CHIEF: After the election of the national chief, the presiding officers will allow for a short break. The procedure for election of the national vice chief will then begin. It will follow the same procedure as election of the national chief, beginning with the explanation of job responsibilities (4) but omitting review time (6).

21) RECORDING AND REPORTING ELECTION RESULTS: At the completion of each round the ballots will be sealed in a separate envelope and the envelope will be marked with the election and round number (i.e. NC 1). The presiding officers and the ballot certifier(s) will sign across the seal of each envelope. The ballot envelopes will then be kept in the possession of the national chief until the installation of the incoming national chief and vice chief, at which time the ballots will be destroyed. The national chairman or the director may request to inspect or review the ballots at any time prior to the installation of the new officers.