



BOY SCOUTS  
OF AMERICA®

**2018 Diversity  
& Inclusion  
Annual Report**

## From the Chief Scout Executive

Every year, the Boy Scouts of America helps young people develop character and leadership skills fundamental to success in their academic, professional, and personal endeavors, as well as within the communities, companies, and organizations they choose to serve in the future. We know **our programs are transformative**, and we believe that our communities and country are better served when youth from all backgrounds benefit from these programs.

In 2018, our organization took an important step in living out **our commitment to diversity and inclusion as we made our life-changing programs available to more youth in America by welcoming girls to our Cub Scout program and establishing the foundation for Scouts BSA**. That step has been mirrored in our conscious effort to diversify our representation of the Scouting movement, and to foster a culture of inclusion within all our Scouting constituencies particularly as it relates to workforce, volunteers, and partnerships.

While we have certainly made some strides, we know important work is ahead of us as **we seek to serve the diverse communities in our country by welcoming families and offering Scouting programs to millions of children that may have never considered Scouting as an option**.

Thanks to the support of our volunteers and employees, we will continue to stay true to our mission, to prepare young people for life, steered by the compass provided by the Scout Oath and Scout Law. As I reflect on the past year, I am happy to share our Diversity & Inclusion efforts and look forward to the positive impact of initiatives in the coming years.

*Mike Surbaugh*

# OUR TEAM



**Mike Surbaugh**  
Chief Scout Executive



**Tico Perez**  
Vice President of Diversity  
Standing Committee



**Erin Eisner**  
Chief Strategy  
Officer for People & Culture



**Ron Oats**  
Chief Diversity Officer



**Maria Dahl**  
National Diversity Director



**Dinaz Jiwani**  
Diversity & Inclusion  
Specialist

## DIVERSITY & INCLUSION STANDING COMMITTEE MEMBERS

**Anthony Peluso**

**Bray Barnes**

**David Rumbarger**

**David Steward**

**Dominic Wolters**

**Frank Ramirez**

**Jeanette Prenger**

**Jose Nino**

**Rick Cronk**

**Robert Gates**

**Ronald Coleman**

**Tanya Acker**

**Thear Suzuki**

# VISION AND GOALS

## VISION

*To partner with all families and communities in raising young people of high moral character, developing their leadership skills and preparing them to serve and thrive in a world of increasing complexity and challenge.*

## FOCUS

**EXECUTIVE BOARD**  
(pg. 6)

**MEMBERSHIP**  
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**WORKFORCE**  
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**VOLUNTEERS & PARTNERSHIPS**  
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**2019 VISION**  
(pg. 17)

## GOALS

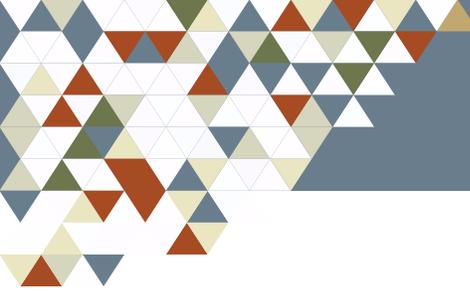
Increase board diversity

Cultivate a diverse workforce

Establish relationships with diverse partners

Build cultural understanding

Strategize for 2019-2020



# 2018 SNAPSHOT

## JANUARY

- D&I introduced as BSA Directive by Chief Scout Executive
- Introduced new BSA Chair Award

## FEBRUARY

- Recruited Regional and Area VP's of Diversity (in Southern Region)
- Expanded "A Career with Merit" Recruitment and Partnership initiative

## MARCH

- Launched Diversity Support Committee Task Forces (Gender, Generational, Ethnic)
- Finalized RISE Leadership Structure

## APRIL

- Developed Partnership Strategy with Alpha Phi Omega - National Service Fraternity

## MAY

- Established BSA Diversity Standing Committee
- Introduced Diversity & Inclusion (D&I) as a Powerful Catalyst of the BSA Growth Plan during the National Annual Meeting (NAM) Spark Session
- RISE partnered with the Hope Supply Company to host a Service Project at NAM
- Recognized Board Diversity award recipients at NAM

## JUNE

- Developed Spanish language marketing material as a part of the *Scout Me In* campaign creation
- Welcomed Girls into Cub Scouting

## JULY

- Added a new team member to The Office of Diversity

## AUGUST

- Conducted Diversity & Inclusion Leadership Development Conference at Top Hands
- Delivered Unconscious Bias Training during Top Hands General Session
- Signed Memorandum of Understanding (MoU) with National Urban League

## SEPT-OCT

- Women's Workforce Resource Group (RISE) hosted their planning session
- Developed 2019-2020 D&I Strategic Plan

## NOV-DEC

- RISE Leadership finalized their priorities for 2019
- Finalized 2019-2020 D&I Strategic Plan

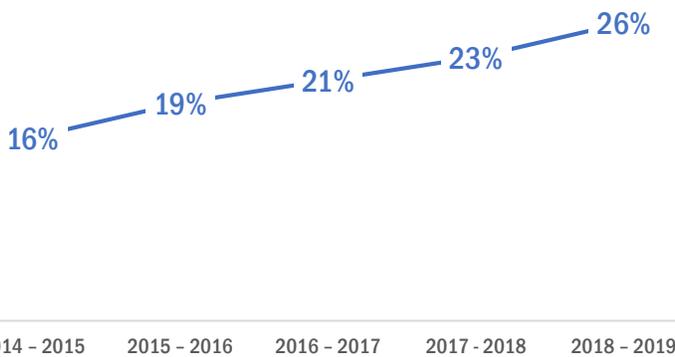
# BOARD

## NATIONAL EXECUTIVE BOARD (NEB)

- Currently, the NEB is 26% diverse which includes 12% females and 18% ethnic members.
- The board is comprised of members with **different professional backgrounds** that fosters diversity of thought and perspectives.
- Since **organizational leadership** plays a critical role in fostering Diversity, the Board make-up is constantly reviewed to ensure that senior leadership sets an example for the rest of the organization.

# 26%

of NEB is diverse (Diversity is defined by gender and ethnicity combined)



- The NEB has experienced a steady growth in its diversity since 2014, underscoring the **commitment and conscious effort** to create a comprehensive and representative Board structure that reflects our Scouting constituencies and the general population.

## REGIONAL BOARD



# 17%

Females

# 6%

Ethnic Board Members

- Since 17% of ethnicity related data is not provided, appropriate actions are being taken to procure more complete data. Also, 4% of the members selected “Other”. The data is being reviewed to identify “Other” ethnicities noted to understand the trends.
- In addition, senior council leadership is looking at ways to increase representation of females and minority groups.

# MEMBERSHIP

*“As we enter a new chapter in the history of the Boy Scouts of America, we must invest in the recruitment and training of diverse volunteer leaders. Our impact, as a Movement, depends on our commitment to fostering an inclusive culture where all families and communities are not only represented but thrive.”*

Ellie Morrison, National Commissioner

## PROGRAM HIGHLIGHTS



### Scoutreach



- The Boy Scouts of America is committed to providing the benefits of Scouting to all youth wherever possible.
- To that end, Scoutreach, as a division of the Boy Scouts, is focused to offer service to **minority populations and rural and urban areas**.
- Councils across the nation sponsor Scoutreach units through generous financial contributions, staffing, and/or with the assistance of dedicated volunteers and community leaders.
- Nearly **187,155 youth members** in 2018 across the country benefited from BSA's Scoutreach efforts.

### Cub Scouts

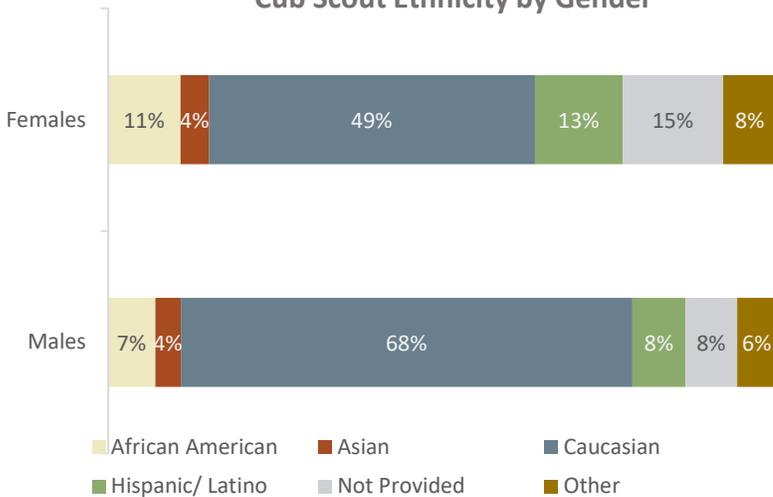
- In 2018 alone, the organization welcomed more than **70 thousand Cub Scout girls** nationwide.
- The Central Region has the largest penetration of Cub Scouts followed by the Northeast Region.



# MEMBERSHIP (cont.)

## Cub Scouts (cont.)

Cub Scout Ethnicity by Gender



**Female Cub Scouts (including both regular and council-paid units) are more diverse and closely represent the overall population.**

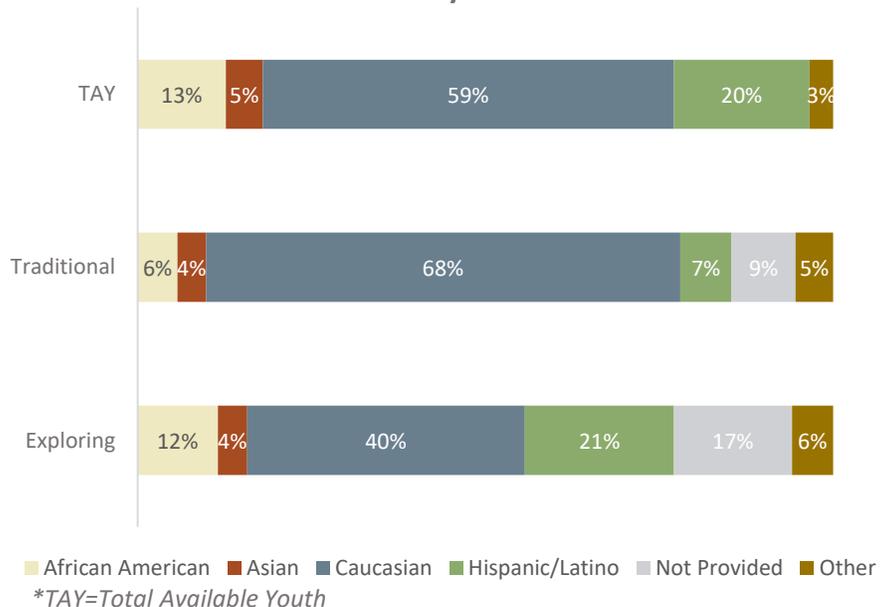
- With the inclusion of girls, special efforts were taken to **review the existing curriculum** to make it gender-neutral and include activities and stories with diverse cultural contexts to make it relevant and relatable to our youth.
- In addition, the Hispanic Cub Scout campaign for **“Scout Me In”** was also **designed and reviewed** to ensure that the tag line and marketing materials were appropriately translated to appeal to different Hispanic sub-ethnic groups.
- An advertisement was placed in USA today Hispanic to **expand our outreach** and target niche demographics.

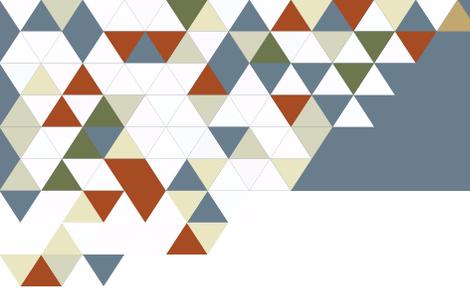
## Exploring

**Compared to traditional programs, Exploring has a more diverse membership base.**

*Traditional program includes Cub Scouting, Boy Scouting, Venturing, Sea Scouting*

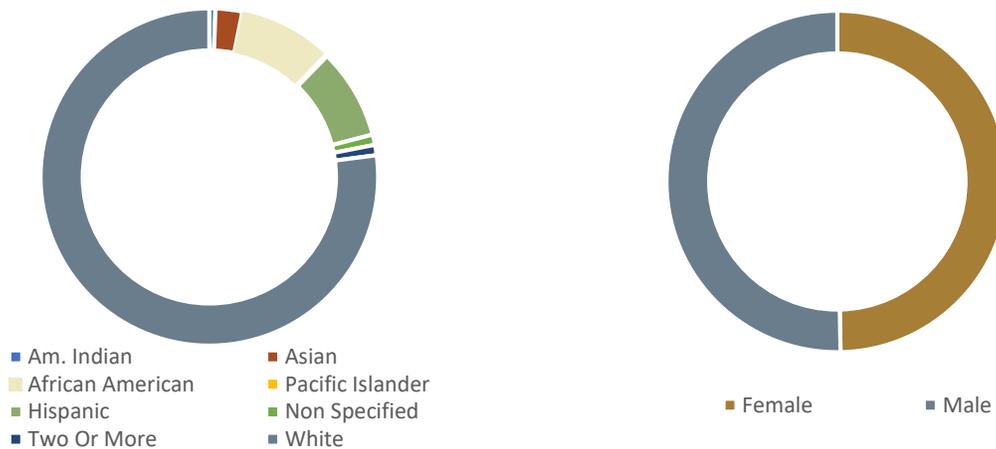
Ethnicity of Members





For 2018, the organization’s focus was to monitor the diversity metric (gender & ethnicity) for the National Service Center (NSC). In the near future, regional operations will begin monitoring their council workforce make-up to drive individual diversity goals.

## OVERALL COMPOSITION



**22% of the National Service Center Workforce comprise of minority employees.**

**National Service Center is gender balanced with equal representation of males and females.**

## Leadership



- 14% of the overall leadership (i.e., team lead and above) is comprised of ethnic leaders.
- While women tend to be underrepresented in the corporate and non-profit leadership pipeline, 30% of the leaders at BSA National Service Center are females.
- There is an increased organizational focus on providing an equal playing field to all professionals by providing adequate developmental opportunities through programs such as Leader Advantage for senior leadership and other Diversity & Leadership programs focused on mid-level, high-performing professionals from the field.



# WORKFORCE - RESOURCE GROUP



- RISE is BSA's **first Women's Workforce Resource Group (WRG)** which was established in April 2017 with the vision to recognize, inspire, support, and empower the women of BSA.
- Since its inception, the group has been actively involved to create a **solid leadership structure**, hosting live stream educational events, facilitating workforce related discussions on social media, informing and engaging the workforce through newsletters holding discussions on social media, and hosting service projects.

## 500 MEMBERS STRONG

Members signed up through RISE Facebook Page



- The group formalized its **leadership structure** to form a visionary and leadership committee comprising of professionals and leaders from a cross section of functional areas.
- Both the visionary and leadership committee worked together during 2018 to fine tune the vision, mission, and goals of RISE.

## MILESTONE EVENTS



**First live stream** event on "Paving your way at the workplace." Panelists from AT&T offered their perspective.



**Service project** hosted for the Hope Supply Company. Volunteers packed 200 blessing bags and collected \$700 in cash donations.



**2019 Strategic Planning Session** hosted for the RISE leadership.

## UNCONCIOUS BIAS TRAINING AT TOP HANDS



Mauricio Velasquez, President at The Diversity Training Group

- Mauricio Velasquez, CEO, The Diversity Training Group, delivered Unconscious Bias training to Scouting professionals from across the country at the 2018 Top Hands Conference in Washington, DC.
- Mauricio explained biases are an inherent human nature. Nevertheless, **self-awareness** and **conscious effort** are **fundamental to creating an** inclusive culture that helps sustain diversity.
- His exemplary content and delivery was not only thought provoking but also helped **initiate this discussion at council level**. As a result, a few councils invited him to discuss this topic in detail with their leadership and staff.

## DIVERSITY & INCLUSION LEADERSHIP CONFERENCE

- The Office of Diversity and Talent Management collaborated once again this year to host the Diversity & Inclusion conference for **diverse, high-performing Scouting professionals who are willing to relocate**.
- The professional growth conference offered **support, mentorship, and training** by subject matter experts (SME's) on topics such as trust building, Strengths Finder, creating an Individual Development Plan (IDP) and unconscious bias and its impact on professional growth.
- Since the conference was conducted parallel to Top Hands, participants got an **opportunity to attend important general sessions, events, and receptions** which helped them learn about the organizational priority and **network** with other professionals.
- Post conference, the participants continued to network and work as cohorts to continue their developmental journey via monthly learning sessions.

*"Attending the Diversity and Inclusion Leadership Conference provided me with the tools to clearly identify my future within the Boy Scouts of America. The different techniques provided for personal career growth, discussions with so many diverse participants left me with a better view of where I fit into the Movement". Laura Lovell - Conference participant and Director of Camp and Properties, Golden Empire Council*

## DIVERSITY & INCLUSION LEADERSHIP CONFERENCE



2019 Diversity & Inclusion Leadership Conference participants, trainers and facilitators

- Along with **providing enrichment**, this group was also engaged in discussions to understand their **perspective on inclusion at the BSA which helped** highlight specific challenges that impacted their **inclusion sentiment**.
- Overall, participants were very satisfied and gained value from attending the conference and indicated a desire for **continued mentorship**.
- As a result, TED talks, link to webinars and more have been shared with the participants on a periodic basis as part of an enrichment initiative.

## CAREER WITH MERIT - SOUTHERN REGION PILOT RECRUITMENT PROGRAM



- The Southern Region Pilot Recruitment and Partnership Development Campaign was established to discover best methods for building community partnerships with colleges and universities with high diverse enrollments.
- Not only does this program introduce Scouting as a career choice to students, but also helps to build a diverse and qualified potential candidate pool for new hires, helps develop new partnerships with colleges and universities, and facilitates the expansion of Scouting's community engagement.
- As a result, we participated in 18 total **On-Campus Recruitment Fairs** and introduced Scouting as a potential career to approximately 700 student-candidates throughout the Southern Region.

## SUCCESSION PLANNING AND PROMOTIONS

- 20% of first-time Scout Executives who were promoted in 2018 had diverse (ethnic or gender) backgrounds.
- In addition, six candidates from diverse background (gender or ethnicity) were promoted to the Group Director, Department Manager, Deputy Regional Director, and Area Director position underscoring the top down leadership approach and offering opportunity for diverse, qualified candidates to add value.

## CHAIRMAN'S DIVERSITY AWARD

The Chairman's Diversity Award was introduced with the intent to **motivate and recognize the councils who have demonstrated improvement in the ethnic, gender, or generational representation of their boards**. Evaluation for this award was completed after the first Quarter (March 31) based on the board diversity data entered in ScoutNet and compared to Council Market Demographic Analysis.



Increase in all three categories



Increase in two of the three categories



Increase in one of the three categories

- The Award assessed board diversity improvement in three distinct categories: average age, ethnicity, and gender of council boards.
- Council Key Three BSA Chairman's Diversity Recognition Reception was held at the National Annual Meeting.
- Council Key Three Diversity Gold, Silver, and Bronze Council Recognition Ribbons were worn during the annual meeting and councils who obtained the Gold Status received a \$500 campership to sponsor a youth from our BSA target growth markets at the 24th World Scout Jamboree.

## RECOGNITION RESULTS



**82** councils improved in all three categories

**95** Councils improved in two of the three categories

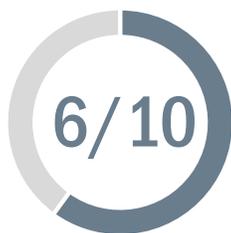
**60** Councils improved in one of the three categories



# WORKFORCE - INDICATORS & BENCHMARKS

In order to establish diversity and culture benchmarks, a set of questions were introduced in the 2018 Employee Engagement Survey to serve as indicators to draw a baseline and determine progress and opportunities going forward. The survey was fielded with the National Council employees from October 23 to November 6, 2018 and yielded a response rate of 43.8 percent.

## INDICATORS & RATINGS



Employees believe that BSA's top leadership is committed to diversity.



BSA provides opportunities to work successfully with diverse colleagues.

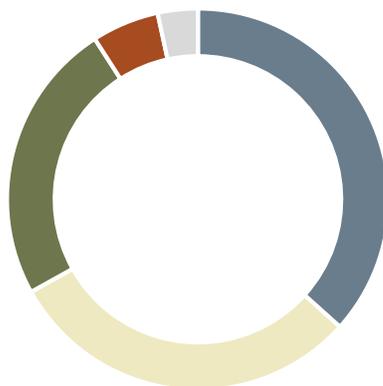


More than 60% of the workforce believes that BSA manages diversity effectively.



There is a scope to offer support to the workforce for working with diverse groups.

*Percentages are rounded for graphical representation. Actual breakdown is available in the Appendix*



National employees rate Diversity & Inclusion high.

■ Very Diverse ■ Somewhat diverse ■ Neutral ■ Not very diverse ■ Not at all diverse

712 National Council Employees

These questions will be introduced again in 2019 to monitor the year-over-year (YoY) change and the metrics will be used to benchmark the impact of different D&I initiatives.

## SPARK SESSION AT THE NATIONAL ANNUAL MEETING

- To underscore the importance and make the **connection of Diversity and Inclusion a business growth imperative**, Sam Dunn, Retired Senior Vice President of Walmart and Southern Region Area 8 President shared his personal testimony about leading change and the importance of increasing and sustaining diversity in Scouting through **nominating committees, recruitment, and partnership efforts**.
- Dinaz Jiwani introduced the concept, types, and impact of biases to highlight behaviors that are detrimental to achieving and sustaining diversity. This topic was well received and was also discussed at Top Hands.
- Maria Dahl shared the **benefits of Board Diversity** and the importance of developing a diverse nominating committee that reflects the communities you serve. In support of this critical diversity objective, the results of the first annual Chairman's Diversity Council Recognition Award were shared.
- Erin Eisner and Tico Perez concluded the session by **summarizing the accomplishments** since the last National Annual Meeting and highlighting the upcoming priorities.



Sam Dunn, Retired VP of Walmart

## PARTNERSHIPS

*“Recognize that this effort is not just about doing something nice for women, or people of color, or LGBT people. It’s about doing something smart. It’s about winning. It’s about attracting and keeping the best talent and delivering the best service to our volunteers, families and young people.”*

Jim Turley, National Chairman



Center: Nancy Flake Johnson – President, Atlanta Urban League and Whitney M. Young Honoree

- The BSA has partnered with a variety of **civic, religious, educational, and government organizations for many years**. It is through these partnerships and dedicated efforts, Scouting has the capacity to serve youth and families from all communities.
- In August 2018, a **Memorandum of Understanding** was signed between the National Urban League and the Boy Scouts of America.
- As a result of the Memorandum of Understanding, the National Capital Area Council extended Scouting’s reach by connecting with the Greater Washington DC Urban League.

# PARTNERSHIPS & 2019 VISION

## PARTNERSHIPS (cont.)



*Youth members from Troop 378 Elizabeth Baptist Church*



*William Bryant, Scout Executive and former Growth Coach*

- In September 2018, William Bryant, Scout Executive, Mobile Area Council, Mobile, Alabama, attended the **100 Black Men of America Fall Leadership Conference** and was able to reinforce the mutual partnership to all chapter presidents.
- Additionally, Troop 378 from the Atlanta Area Council, Atlanta, Georgia, presented the colors and had the opportunity to meet Martin Luther King, III.

## DIVERSITY & INCLUSION STRATEGIC PLAN

- In order to streamline the efforts for the upcoming year, a two-year strategic plan including the **goals, objectives, key strategies, and tactics** were outlined along with the tactical steps and executional timeline.
- Also, to gather maximum traction and support from the organization, a leadership council involving all the **functional stakeholders** was put together to disseminate specific responsibilities and **establish accountability** and commitment.
- The plan was shared with the National Executive Board in October. A fine-tuned and finalized version was shared during the February 2019 Board meeting.



# 2019 VISION (cont.)

## ESTABLISHING DIVERSITY LEADERSHIP COUNCIL



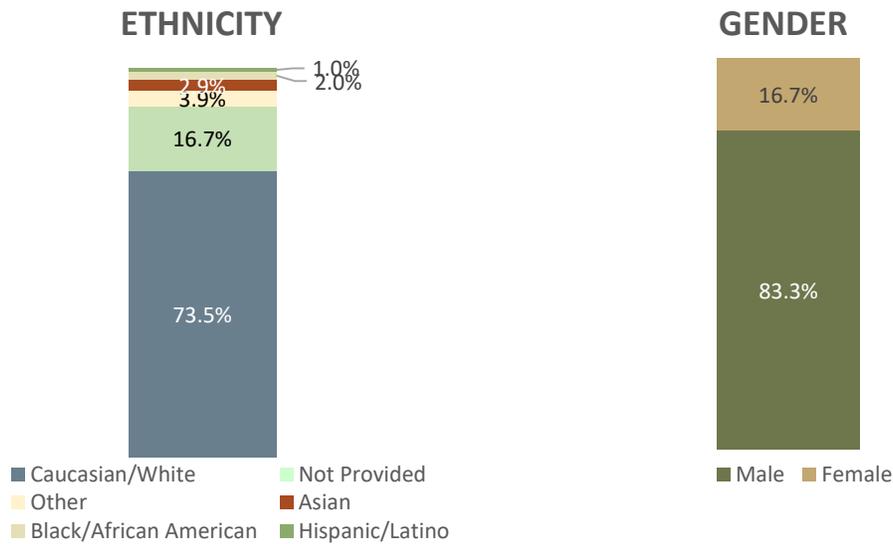
- One of the aspects of the Diversity & Inclusion plan was to create a council, led by leaders from **different functional areas** to assist with administering specific tasks to achieve the overall D&I goals and objectives.
- In addition, every member of this council will be expected to **establish personal goals** to help achieve the overall D&I goal of the organization.
- To that end, the Office of Diversity started identifying council leaders to prepare for the kickoff in Q1' 2019.

We hope that this reports provides a good overview of our accomplishments in 2018 and we look forward to the continued momentum and infusing D&I into everything we do at the Boy Scouts of America.

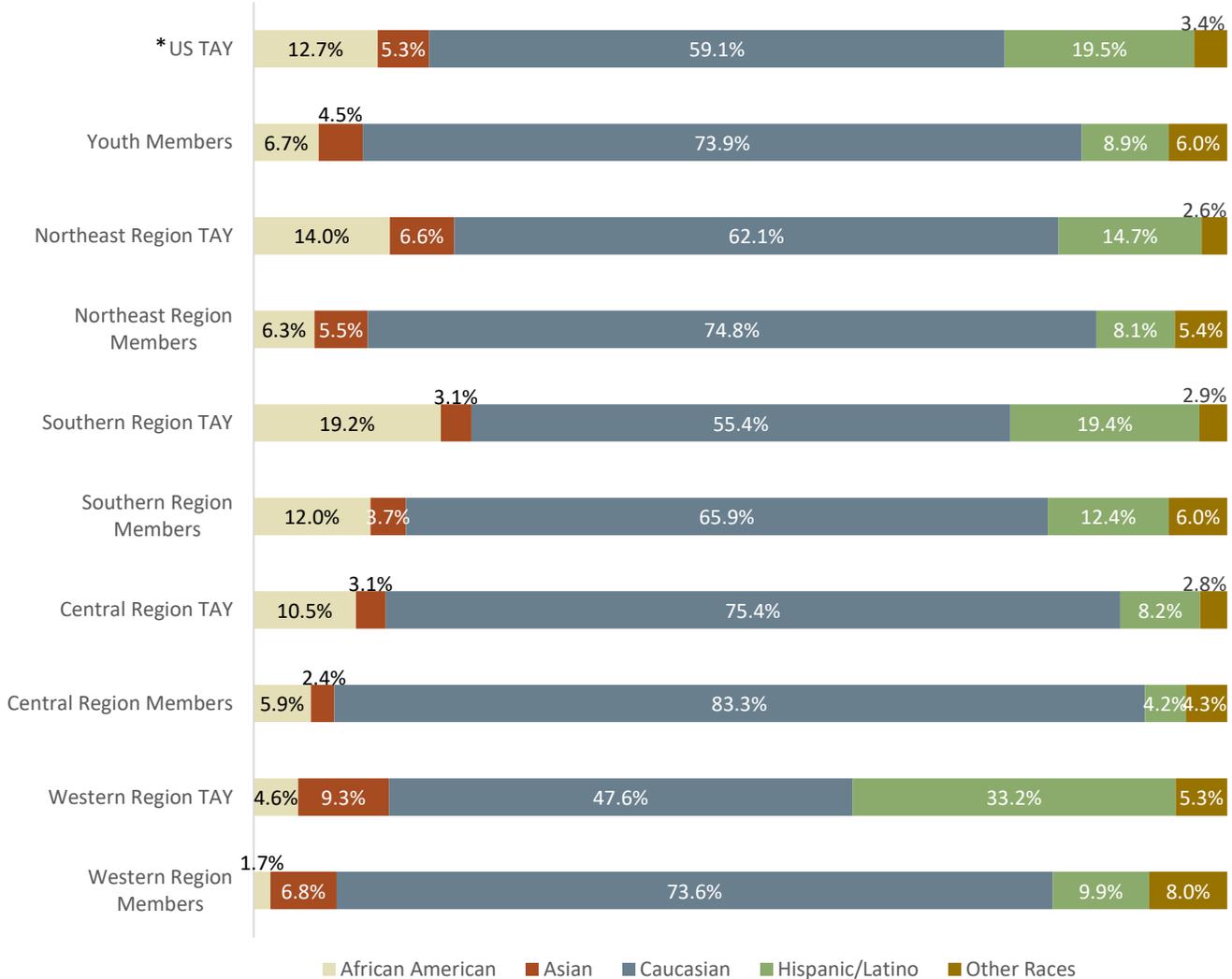
You can reach us at [Officeof.Diversity2@scouting.org](mailto:Officeof.Diversity2@scouting.org).

# APPENDIX

## Q4'18 REGIONAL BOARD



## 2018 YEAR END MEMBERSHIP OVERVIEW

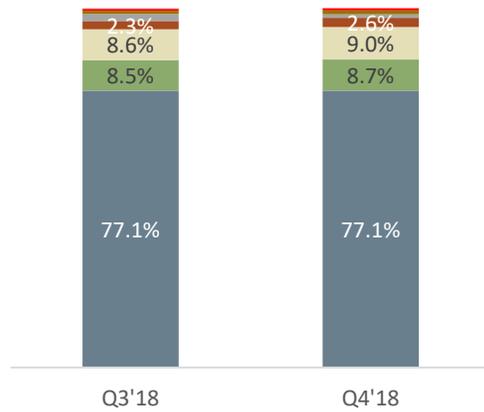


The US TAY data is provided by Experian Information Systems, Inc., the consumer credit reporting agency.

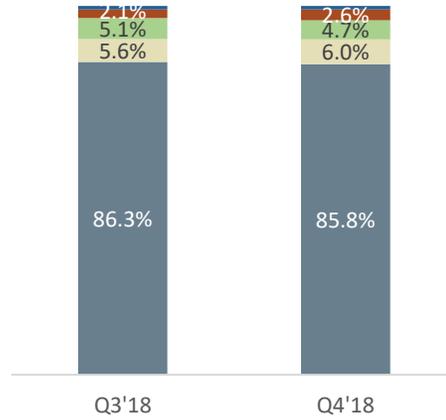
# APPENDIX (cont.)

## NATIONAL SERVICE CENTER Q4'18 WORKFORCE OVERVIEW

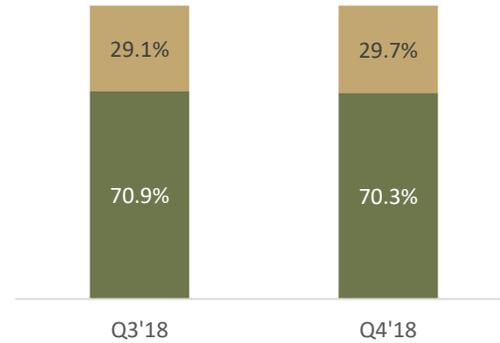
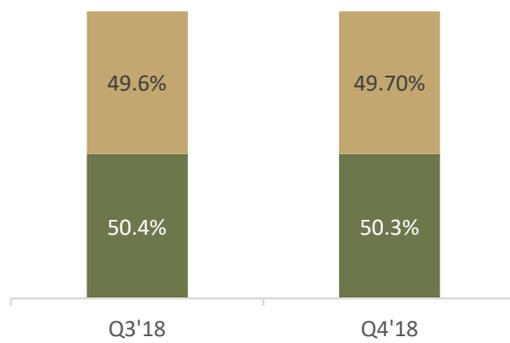
### OVERALL



### MANAGEMENT (Team Lead & above)



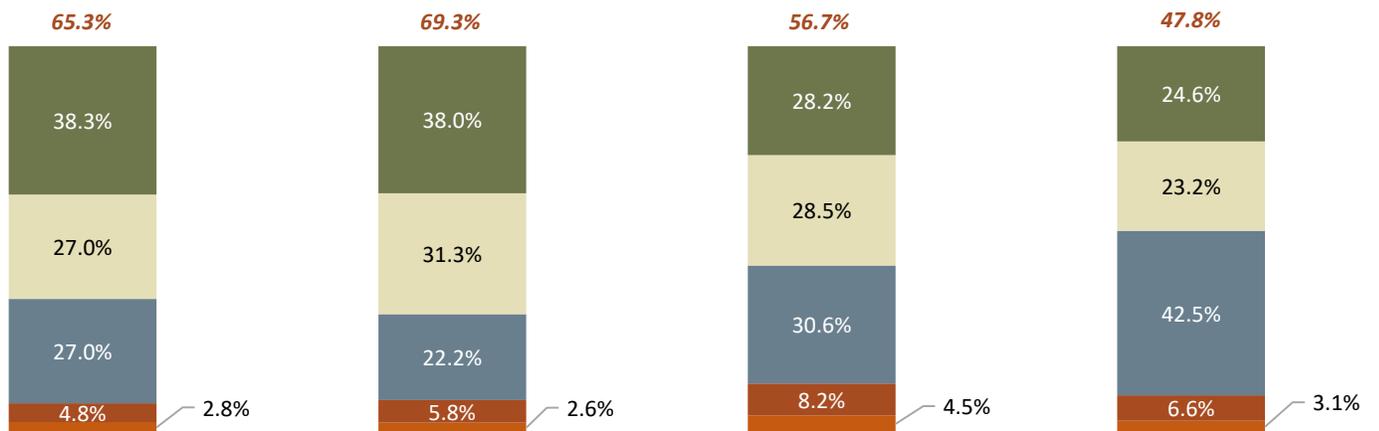
■ White ■ Hispanic ■ African American ■ Asian ■ Non Specified ■ Two Or More ■ Am. Indian ■ Pacific Islander



■ Male ■ Female

## DIVERSITY BENCHMARKING

Top 2 Boxes



The BSA's top leadership, Chief Scout Executive / Executive Cabinet, are committed to diversity.

At the BSA, I have opportunities to work successfully in settings with diverse colleagues

I believe the BSA manages diversity effectively.

At the BSA, I receive support for working with diverse groups.

■ Strongly Disagree ■ Somewhat Disagree ■ Neither Agree Nor Disagree ■ Somewhat Agree ■ Strongly Agree

Base: 712 National Employees