

Unit Fission

A Case Study of Unit Multiplication

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Ethan R. Longhenry
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Abstract

What should a unit do, and a unit commissioner recommend, when one unit becomes so large that it draws all Scouting interest in an area toward itself and becomes unmanageable? We explore a case study of unit fission, multiplying two packs from one in Culver City, California, and what was gained from the experience.

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Introduction

According to Lord Robert Baden-Powell himself, the ideal Boy Scout troop would contain no more than 32 Scouts¹; a good number of Scouting volunteers would consider 40-60 to be an optimal number of Scouts in a unit. The commissioner corps, for understandable reasons, tends to focus on those units which remain on the smaller side, generally featuring few and overworked volunteer leaders. Nevertheless, a unit which achieves great success in recruitment through running a quality program may find itself in just as many difficulties as a smaller unit due to significant growth. What ought to be done when a unit grows beyond the point of sustainability? Recruiting and training more volunteer leaders can help, but maintaining larger units poses many logistical challenges which may not be easily overcome. Traditionally, commissioners and district committee staff have encouraged families to start another unit in the area. If a core of passionate parents may be found to create such a unit, well and good; realistically, however, the large unit in the area is most likely going to maintain a strong gravitational pull and leave little ground for a new unit, on its own, to develop and grow. Based on the experience of Pack 18 in Culver City, California, we would like to suggest an alternative solution: unit fission. Unit fission involves spinning off two or more packs from an already existing group of Scouts and parent volunteers; when done well, unit fission allows for the continued growth of Scouting in a community in a spirit

¹ Baden-Powell, Lord Robert. *Aids to Scoutmastership*. (Reproduced at <https://scoutmastercg.com/aids-scoutmastership/#One%20Reason%20Why%20a%20Troop%20Should%20not%20Exceed%20Thirty%20Two> ; accessed 07/29/2019).

of cooperation and camaraderie without creating unwieldy, massive units. Our experience with Pack 18 may provide commissioners with a potential model to suggest a way forward for unsustainably large units which they serve.

Pack 18 Becomes Pack 18 and Pack 461

In early 2015, as I took on the role of Cubmaster, Pack 18 in Culver City, California maintained 44 Scouts. Over two years we worked diligently to recruit and train a larger leadership corps, to maintain a strong program, and to leverage the Internet and local connections for recruitment. By the fall of 2017, Pack 18 had grown to almost 80 Scouts and a leadership corps of 25 uniformed leaders, seven of whom are Eagle Scouts. We had built a leadership infrastructure which could provide a good program to all of our Scouts. Nevertheless, finding campgrounds for the whole pack proved difficult, few could get to know all of the families in the pack, and we lost some Scouts from our pack because aspects of the pack experience was too much for them.

Pack 18's catalyst for change came on October 11, 2017, when the Boy Scouts of America National Board announced the inclusion of girls into Cub Scouting beginning in June 2018². All of the leaders of Pack 18 welcomed the news that girls could begin enjoying the Scouting program³; conversations held during the rest of 2017 demonstrated how some wanted Pack 18 to remain an all boy pack, some wanted Pack 18 to become a family pack, and many others proved ambivalent on account of our size.

² "The BSA Expands Programs to Welcome Girls from Cub Scouts to Highest Rank of Eagle Scout", October 11, 2017, Scouting Newsroom (<https://www.scoutingnewsroom.org/press-releases/bsa-expands-programs-welcome-girls-cub-scouts-highest-rank-eagle-scout/> ; accessed 07/18/2019)

³ A point insisted upon by J. Thaler, personal communication, 19 April 2019.

The matter came to a head during Pack 18's January committee meeting, the previously established moment of final decision: the predominant concern was the size of Pack 18 and the prospect of perhaps exceeding 100 Scouts with the incorporation of girls.

During conversation I blurted out an idea: "if we are too big to incorporate girls, then we are simply too big." Perhaps we could multiply the pack: such a solution would alleviate the challenge of our size and provide a "win-win" scenario in which we could maintain an all-boy pack and a family pack. The vast majority of the committee agreed to the potential of multiplication as the best way forward.

Within days I had met with our District Executive who believed the multiplication idea had potential. The district Membership Chair had already been attempting to start a new pack in Culver City and had identified a couple of prospective chartering organizations. We were able to quickly identify the Culver City Elks Lodge as a great chartering partner since they already had a relationship with Pack 18 and were highly interested in chartering a unit again. Later we would ascertain that the pack which used to be chartered with the Culver City Elks Lodge was Pack 461, which had finally dissolved in 2017 (and whose remnants Pack 18 had absorbed). For the sake of heritage all agreed to charter the new pack as Pack 461. Within two weeks a working group commissioned by the pack committee met to chart out the way forward. Pack 18 would remain an all-boys pack, and Pack 461 would become a new family pack. The strongest advocates of the family pack concept happened to include a former assistant Cubmaster who had recently moved into the area and Pack 18's intended incoming committee chairman; they agreed to become the new Cubmaster and committee

chairman of Pack 461. Even though I would soon transition out of my role as Cubmaster, I committed to providing whatever background support would be necessary to support both Pack 18 and Pack 461 as a Unit Commissioner. Pack 18 had enjoyed an extremely successful fall popcorn fundraiser, not least in part due to the efforts of many of the families who would be transitioning to Pack 461; it was therefore agreed that Pack 18 would provide some “seed money” to help Pack 461 get started. We agreed and insisted that Pack 18 and Pack 461 would cooperate and not be in competition; both units would plan on participating together in hikes, bike rides, and perhaps a joint campout or other outdoor experience. We planned out a calendar to prepare for the transition over the next four months: by the end of March we would confirm the agreement of the chartering organization and establish which leaders would remain with Pack 18 and which would become part of Pack 461; by the end of April we would have a bank account established for Pack 461 and ascertain which families desired to remain with Pack 18 and which desired to become part of Pack 461; by the end of May we would have a website for Pack 461 up and ready, and applications all ready to go so that Pack 461 could be up and running by June 1, 2018. We also decided that it would be important to make it clear how this was an exciting opportunity to multiply and expand Scouting in Culver City and that we would feature a transition ceremony installing the new leadership of both packs at the Blue and Gold Banquet which would take place at the end of February. All of these recommendations were made to the Pack 18 committee at its February meeting and received unanimous acceptance.

The pack committee's plan was fully unveiled at the February 2018 Blue and Gold Banquet. We celebrated Pack 18's 75th anniversary in Culver City by installing the new Cubmasters, assistant Cubmasters, and committee chairs for Pack 18 and Pack 461. All involved would later declare the importance and power of that ceremony in setting the tone for the multiplication as a positive advancement of Cub Scouting in Culver City⁴.

We executed the plan for the most part, although securing commitments from the families extended into May and early June. As of May it was apparent that the vast majority of families planned to stay with Pack 18; Pack 461 would begin with the bulk of the Wolf becoming Bear den and its families. Pack 18 would continue with approximately 60 Scouts, and Pack 461 would begin with around 15 to 20 Scouts. Unit fission had taken place; Cub Scouting thrived in Culver City.

Challenges in the Transition

The unit fission accomplished by Pack 18 and Pack 461 required a lot of planning, effort, and energy, yet took place rather smoothly. Our biggest challenges throughout involved maintaining a clear and consistent message about what we were doing in pack multiplication and keeping open and clear channels for communication among the leaders and with the pack's families.

From the beginning we understood that the distinction between "multiplication" and "splitting/division" would hinge on our messaging. Some of the leaders felt we

⁴ J. Thaler, personal communication, 19 April 2019; S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019.

did well at controlling the message and keeping the emphasis on the positive concept of multiplication and growing Scouting in Culver City⁵; others felt many of the parents believed we were splitting the pack, even if they understood the reasons it proved necessary⁶.

Throughout the entire process we strove for transparency and openness in communication. We began speaking with the parents at pack meetings and asked for their input about the future of Pack 18 as early as November 2017; we explained in emails and in parent meetings the plan to multiply and why the decision was made along with our intentions to remain cooperative and friendly between the packs. We invited all involved to make their own decisions and did not attempt to influence anyone to stay with Pack 18 or transition to Pack 461.

We did not receive as much feedback throughout the process as we had expected. Many families were understandably concerned about the distress of having friends split up between the packs; the final result demonstrated the power of the “herd mentality,” but it also meant that fewer feelings were hurt. A couple of the Scouts who originally planned on transitioning to Pack 461 dropped out of the program entirely, but overall we did not notice an appreciably lower retention rate of Scouts between the 2017-2018 and 2018-2019 program years⁷, which is a feat in and of itself in the midst of pack multiplication. On the whole we believe we effectively communicated the need

⁵ J. Thaler, personal communication, 19 April 2019

⁶ S. Stevens and M. Schodorf, personal communication, 11 June 2019.

⁷ The reasons given involved a lack of interest and were not related to the pack multiplication.

for pack multiplication based on our circumstances and the welcoming of girls into the program, and our families demonstrated their agreement and understanding through their continued participation in Scouting.

Results of Unit Fission

In early June the new Cubmaster of Pack 461 had planned a welcome table at a local park to secure the needed paperwork from some of the families transferring into the pack. He also informed interested parents about the event and advertised it on Facebook. During that two-hour event, the new leaders of Pack 461 would receive approximately 25 applications: some were transfers from Pack 18, but a good number were new families. In late August the packs shared a booth at the local city festival, Fiesta La Ballona, and generated a lot of interest there. In September, Pack 461 was profiled by a local newspaper, the *Culver City News*, with a front page spread⁸. All of these recruitment events proved very successful. By the end of 2018, Pack 18 had maintained a robust 70 Scouts; Pack 461 had ballooned to 75 Scouts. Even though Pack 461 had only existed for seven months, the pack still attained gold Journey to Excellence status in 2018; even with the loss of Scouts, Pack 18 maintained its gold Journey to Excellence status in 2018.

Both units had prepared well for the second half of 2018; both would experience the real challenges of multiplication in the first half of 2019. The leaders of Pack 461 did not plan out the beginning of 2019 in their planning meeting in April 2018 and did not

⁸ The article is provided in Appendix C.

get around to such long-term planning⁹. Pack 461 had been able to identify a sufficient number of den leaders to run effective programs in the den but struggled to staff its committee¹⁰. Pack 461's leaders acutely felt the lack of planning and staff during the first half of 2019 yet still proved able to put on a great program and maintain strong energy and interest on the part of their families. They now have a good understanding of what it will take to run a great and well-planned program and are working on staffing their committee more fully¹¹.

The leadership of Pack 18 experienced a more tumultuous early 2019 than they had expected. Their committee chairman, who also served as the Bear den leader, obtained a new job out of the area and had to depart in a short time, their Lion Guide announced his retirement, and their Cubmaster and assistant Cubmaster, along with the largest dens in the pack, will transition into Boy Scouting in early 2020. Many in Pack 18's leadership had expected that not much would change since they were those who were staying in the pack, yet learned quickly how their margin of error had decreased since many good and effective leaders had become part of Pack 461¹². The pack has since identified a new committee chairman, has found a provisional Bear den leader, and has selected its incoming Cubmaster¹⁰. After the transition of a sizeable Arrow of Light den in early 2019, Pack 18 remains around 50 Scouts; while it may not

⁹ S. Stevens and M. Schodorf, personal communication, 11 June 2019.

¹⁰ S. Stevens and M. Schodorf, personal communication, 11 June 2019.

¹¹ S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019.

¹² J. Kyles, personal communication, 27 June 2019.

maintain the same numbers as it did before pack multiplication, Pack 18 remains robust and has attracted many new young men to participate in Cub Scouting.

While both packs participated in their fall recruitment event at Fiesta La Ballona, such joint participation and cooperation did not continue as either pack had desired¹³. Leaders from both units blamed miscommunications and an inward focus on striving to maintain the basic program and keep the units operational¹¹. Both packs came together for a joint pack hike in July 2019, and both packs are resolved to do better at joint participation in 2019-2020 than they did in 2018-2019. While both packs experienced growing and transition pains, they both remain very strong units on track to maintain gold Journey to Excellence status in 2019. The leadership of Pack 461 has already begun the conversation to consider what they will do about their large size; they are countenancing no other model than that of unit fission, perhaps spinning off a third Culver City Cub Scout pack¹⁴.

Unit Fission: Benefits and Limitations

Based on our experience with unit fission in Culver City, we encourage unit leaders, district committee staff and professionals, and commissioners to consider unit fission as a viable option for large units in certain circumstances. Unit fission has the potential not only to help catalyze the growth of Scouting in a community but also to

¹³ J. Thaler, personal communication, 19 April 2019; S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019; J. Kyles, personal communication, 27 June 2019.

¹⁴ S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019.

alleviate some of the pressures which may have developed in a unit which has grown too large.

When a unit has grown to be quite large, and finds its growth difficult to manage, signs of distress become apparent: some Scouts get lost in the middle, lose interest, and leave the program; volunteer leadership is overwhelmed, flustered, and try to either find help or the exits; the quality of the program suffers because of logistical difficulties. A large unit may attempt to find a “solution” in establishing a size cap for their unit, thus sending away prospective Scouts. The “traditional” response to this situation has involved the encouragement to form a new unit in the area which is entirely independent of the existing large unit. If a few families can be found who prove sufficiently interested to put in the effort to create a new unit, well and good. Unfortunately, while some chartering partners might be identified, and plenty of interest among young people in Scouting can be generated, finding parents willing to take on the challenge of starting and growing a new unit proves very difficult. The learning curve of unit leadership can prove steep even for a person who grew up in the Scouting program, let alone for someone with no experience with the program. Furthermore, if the large unit has not established a cap, it will continue to attract most of the Scouting interest in the area: even if a family feels that the size of the unit is not ideal, it is easier for most to participate in a large unit than it is to work to begin a new, smaller unit. As large planetary bodies draw in any smaller body nearby through the pull of gravity, so it can be with larger, well-run Scouting units in an area.

In many of these circumstances, the most viable way to effectively grow the Scouting program in an area is for the large unit to multiply itself in a spirit of camaraderie and fellowship. Through unit fission, a new unit can begin with a leadership corps that already maintains some experience with the Scouting program, overcoming one of the biggest hurdles in new unit development. If managed well, unit fission can allow new units to grow and thrive with great energy and excitement and to provide the older unit the opportunity to return to a size the volunteer leadership can more effectively manage, thus providing a higher quality and more personal program for its Scouts. While unit fission demands a level of division among Scouts and families, the multiplied units can still maintain warm relationships and jointly participate in certain activities, fostering a cooperative environment more in alignment with the ideals of the brotherhood of Scouting than the colder, more competitive environment often experienced among units of a given area.

Unit fission would be a viable option for large units which find their size to impede their ability to provide a great Scouting program, which maintain a robust volunteer leadership corps and strong relationships with district and council resources, and which exist in an area which features few other units at all or a few larger units. If a unit is large but is able to maintain the infrastructure for its size and does not find its size an impediment to its program, there would be no need for multiplying such a unit. If a large unit does not have a sufficiently robust leadership corps, unit fission might well end in disaster, for dividing up few resources will only lead to even fewer resources available for each unit. It would be very difficult for a unit to multiply

effectively without any strong connection with district and/or council resources. There might well be a large unit for which unit fission might be an option, and yet the area features a few smaller, struggling units; it would be better for the larger unit to attempt to find ways to strengthen these fellow units than to attempt to multiply itself.

Unit fission features many challenges all involved do well to keep in mind: the realities of division, communication, unit morale, keeping on message, and the leadership squeeze, among others. Many have immediately dismissed unit fission as a viable option because it would functionally divide a unit, potentially separating friends and causing a lot of hard feelings. If even some of those involved view unit multiplication as division, and they focus on what is lost in the separation, then fission might well cause insuperable difficulties. Nevertheless, if unit leadership and families recognize the difficulties the size of the unit poses, creative solutions may be discovered which will allow the unit to multiply with the least amount of hard feelings on all sides. Unit morale and keeping on message are related challenges rooted in communication: it is important for everyone to understand exactly what is being done and why. Unit multiplication ought to be set forth as a positive and encouraging opportunity. Unit leadership ought to be enthusiastic about the prospect of growing Scouting in their community. In Pack 18 and Pack 461 all agreed about the importance of framing what was happening as pack multiplication, not division, focusing on the positives (how we had grown and would continue to grow, etc.), and encouraging continued cooperation

among the packs¹⁵. Yet the leadership squeeze represents perhaps the most acute challenge of unit fission: even if a unit has a good, robust leadership corps, both the new unit and the existing unit will likely find themselves in a leadership deficit immediately after unit fission takes place. Leaders from both units should expect to shoulder greater burdens until additional parents can be identified for leadership, be invited to leadership, receive training, and begin serving effectively in their leadership positions. Such challenges may prove difficult but should not be insuperable for units considering unit fission.

Pack 18 and Pack 461 acutely experienced the leadership squeeze as a result of their unit fission. The transitioning leaders into Pack 461 did well at communicating the importance of parent volunteering; as a result, the majority of Pack 461's leaders have come from families new to Scouting. All of Pack 461's leaders, even those who had previous leadership experience, learned how to run a unit on the fly; thus, any new unit in unit fission ought to expect to have the same challenges and learning curve as any other new unit would experience. The leadership of Pack 18 did not expect much to change beyond the loss of almost an entire den of Scouts; nevertheless, as some leaders transitioned out of the pack for various reasons in the spring, the remaining leaders acutely felt their losses. Thus, the existing unit undergoing unit fission must also prepare for a "new normal" and cannot expect everything to be just as it had been; extra effort and enthusiasm will be required on the part of the entire leadership team to

¹⁵ J. Thaler, personal communication, 19 April 2019; S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019.

maintain the energy, interest, and dedication of the Scouting families to their unit in the wake of unit fission¹⁶. The existing unit might well need to prepare to remain smaller for at least a season and recalibrate expectations about responsibilities of leaders accordingly. Both units learned about the importance of future planning to the effectiveness of unit fission: the full program year ought to be planned out from the beginning, with facilities for major events like campouts and big activities reserved and secured well in advance¹⁷. Both units agreed on the importance of emphasizing coordination, not competition, and to prioritize maintaining those connections: both learned how those connections were easily set aside in the midst of planning and leadership crises, and both units regretted the lack of joint participation in the first year¹⁸. All attested to the power of ceremony: celebrating the imminent unit fission through an installation ceremony for the leaders of both packs went a long way in setting the tone for the transition process, communicating the unanimity of the decision among the leadership, and framing the experience as something positive for the Scouts and for Scouting in Culver City. Any kind of transition and change for units will be difficult and stressful; unit fission does not happen easily, but it can be achieved in a positive way with rewarding results for all involved.

¹⁶ J. Kyles, personal communication, 27 June 2019.

¹⁷ S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019; J. Kyles, personal communication, 27 June 2019.

¹⁸ J. Thaler, personal communication, 19 April 2019; S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019; J. Kyles, personal communication, 27 June 2019.

Unit Fission and the Commissioner

While the decision and execution of unit fission will take place by a unit, the commissioner corps should have a significant role in the process. The multiplication of Pack 18 and Pack 461 was encouraged, directed, and guided throughout by their unit commissioner, and all the leaders agreed about the importance of the knowledge base, connections, and relationship they enjoyed with their unit commissioner to their success in unit fission¹⁹.

Unit commissioners have many points of contact in the unit fission process. A unit commissioner might offer unit fission as a possibility to the leadership of a large unit for which unit fission might be viable. A unit commissioner would be able to connect the unit leadership with the district executive and/or the district membership chair to identify potential chartering organizations and to obtain additional district resources for unit fission. Throughout the transition process the unit commissioner can serve as a resource for further explanation of parts of the process, Boy Scouts of America standards, and best practices. The unit commissioner should also encourage the leadership of both units regarding the Journey to Excellence standards, not merely so they might become gold units, but even to serve as a base line to understand what a good Scouting program requires.

A unit commissioner who will prove effective in encouraging a unit through unit fission will be well trained, highly knowledgeable about Scouting units and how to

¹⁹ J. Thaler, personal communication, 19 April 2019; S. Saxton, personal communication, 04 May 2019; S. Stevens and M. Schodorf, personal communication, 11 June 2019; J. Kyles, personal communication, 27 June 2019.

form new units, and must have a strong, trusting relationship with the leadership of both the existing unit and the new unit. If a large unit already has a good relationship with a strong commissioner, well and good; if such a unit does not have a good relationship with a commissioner, a new unit commissioner might best serve the unit throughout the unit fission process. If nothing else, in such a circumstance, a unit commissioner ought to undergo new-unit training to provide the necessary knowledge resources the unit will need throughout the unit fission process. Even seasoned Scouting leaders do not know what they do not know; throughout the unit fission process all relevant commissioners will need to know for themselves the process and its challenges, or know how to connect with other commissioners or district resources to obtain that knowledge.

Above all things, commissioners should provide support and encouragement to unit leaders throughout the process of unit fission. The unit commissioner ought to remain in frequent communication with the unit leaders as a group and individually. The unit commissioner might find it beneficial to strike up conversations with Scouting families in the unit at unit meetings and check the temperature of the unit fission process in that way. Assistant district commissioners and district commissioners also should check in with not only the unit commissioner but also the unit leadership and provide relevant information, support, and encouragement. The work of the unit commissioner is not over once the units multiply; if anything, the two units will now require even more insight, wisdom, encouragement, and support. The unit commissioner should commit to checking in with both units more often throughout the

first year after unit fission; meeting with the key leaders in each unit at the end of the first year to assess what was learned and the way forward is highly advisable. Any unit undergoing unit fission is working diligently to grow Scouting in its area, and strong support from the commissioner corps will go a long way to reinforce the benefits and value of its decision.

Unit fission will not be the solution to every unit's difficulties. Nevertheless, as demonstrated by Pack 18 and Pack 461 in Culver City, unit fission represents a viable way forward for units which have grown so large that their very size renders it difficult to provide an effective program for all their Scouts. Unit fission requires a lot of effort, enthusiasm, and support from unit leaders, Scouting families, and the district, including the commissioner corps. Unit fission, when done well, leads to the presence of two or more thriving units where there used to be one. Unit fission may prove difficult and challenging, yet ultimately can prove highly satisfying when all involved see even more of America's youth gaining important life skills and lessons through the Scouting program. Based on the experience of Pack 18 and Pack 461 in Culver City, commissioners should consider unit fission as another tool in their toolbox as they seek to serve their units effectively and grow Scouting in their communities.

Appendix A: Unit Fission Timeline

Preliminary considerations (at least four to six months):

- Consult among leadership and discuss prospect of unit fission (at least two to three months).
- Consult among families to discuss prospect of unit fission (at least two to three months).

Unit fission decided. Ideally, the fission process would take one year.

Twelve to nine months before unit fission:

- Leadership decides who will participate in which unit
- Leadership of new unit secures chartering organization

Nine to three months before unit fission:

- All leadership makes preparation for planning, training, leadership and Scout recruitment
- Scout families decide who will participate in which unit

When appropriate, existing unit features ceremonies to install leadership, celebrate imminent unit fission.

Three to one months before unit fission:

- New unit leadership works with chartered organization to secure bank account; new unit leadership begins recruitment activities
- New unit registration paperwork, funding secured

Unit fission accomplished.

The first year after unit fission:

- Monthly commissioner "check-in" with at least each unit's Key 3
- Journey to Excellence "check-in" during rechartering
- At the end of the first year, commissioner should meet with each unit's Key 3 for a start, stop, and continue session.

Appendix B: Unit Fission Checklist

Unit Situation

- Has the unit grown too large to be sustainable?
- Are there other smaller units in the area which can be encouraged?
- Does the unit have enough support to accomplish unit fission?

Leadership

- Does the unit have a robust, well-trained leadership corps?
- Is the unit leadership willing to participate in unit fission?
- Will both the existing unit and the new unit maintain sufficient leadership to manage the transition and at least the first few months afterward?
- Do both units have a plan to recruit new leaders?
- Can leadership stay on message about unit fission as multiplication, not division?
- Remember the power of ceremony in generating enthusiasm!

Transition

- What district/council resources are available to assist in the transition?
- Is a commissioner present who is sufficiently trusted to facilitate the transition effectively?
- Can a new chartering organization partner be secured?
- Does the new unit leadership have resources to start a bank account and establish an online presence?
- Can training be secured for all new leadership?

Scouts

- Can there be an amicable multiplication process in which some Scouts remain in the existing unit and some Scouts move to the new unit?
- Do both units have an effective recruitment plan to welcome new Scouts?

Program and Finances

- Do both units have program plans figured out for at least a year in advance?
- Do the units intend to participate jointly in any activities? Are they well planned?
- Can the existing unit provide "seed" money for the new unit?
- Does the new unit have some idea of what kind of budget it needs to maintain, how much to secure in dues, and how much to obtain in fundraising?
- Is the existing unit prepared to manage its finances with diminished resources?

After the Transition

- Are both units scoring well according to Journey to Excellence (JTE) standards?
- Is the new unit growing well, recruiting sufficient leadership and Scouts?
- Is the existing unit managing the transition and their expectations, maintaining sufficient leadership and Scouts?

Appendix C: "Girls Now a Big Part of Cub Scouts," *Culver City News*,
11/02/2018

Local Pack 461 breaks new ground with 16 girls comprising Scout program. Margaret Stevens, shown below is the daughter of Cub Scout Pack 461 Cub Master Scott Stevens, one of 16 girls in the pack. Courtesy photo

By Gary Luster, 11/02/2018



Culver City is making history once again as it becomes one of the first cities to host an integrated Cub Scout pack. Pack 461 for the first time is accepting girls into their ranks. The Pack currently has 60 cub scouts, 16 of which are girls.

"Pack 461 offers the same great scouting program to both boys and girls from Kindergarten to 5th grade," said Pack 461 Cub Master Scott Stevens.

Stevens said the organization's curriculum of night safety and outdoor skills will remain the same for both boys and girls.

"The books are the same," Stevens said. "In fact, there hasn't been any time to change the text of the books to reflect the addition of girls. Sometimes the books include only pictures of boys or the material may refer to "boys" as opposed to "scouts."

Stevens said the response to the addition of girls into the Pack 461 has been overwhelmingly positive. In fact, depending on the type of girl a parent has, she would find great happiness and success in either the Cub Scouts or Girl Scouts.

"If you have a girl who is really into camping and the outdoors and likes going on lots of hikes and is interested in learning some of these outdoor skills like how to be safe

with fire, how to be safe with a knife, then maybe Cub Scouts would be a good fit for her,” Stevens said. “If your girl is into more community building and learning leadership skills, and job skills, then I think Girl Scouts is a good fit for that girl.”

Despite the positive response from most parents in the community, Stevens said that he has faced some resistance to the integration of the Cub Scouts. A mother recently told him that she wanted her son in a place where “boys could be boys.”

Stevens doesn’t give much weight to that argument, which he says is a minority opinion, citing how boys and girls are already together in school every day. He said changing the scenery to a campground instead of a classroom would not make much of a difference.

While Stevens is happy about the introduction of girls into the cub scouts, he made a point to highlight the importance of making sure both boys and girls feel welcomed in the pack.

“While I’m very excited to welcome girls into the Cub Scout program, it is important to me to make sure that we continue to support our boys as well,” Stevens said. “I’m very proud of my 4th grade son – Seattle Stevens, who has been in scouting since he was 6 years old as a Tiger Scout. He has been a great guide to his little sister Magnolia as she joins the [461] pack and starts navigating her adventures.”

Stevens said both boys and girls can benefit from their experiences in the Cub Scouts because it teaches kids to be their best and exposes them to fun, challenging activities while also teaching them outdoor skills, leadership, and civic responsibility.

“All of these lessons are imparted in a fun and exploratory atmosphere,” Stevens said. “Cubs earn advancement each year by earning the rank for their grade level. To earn your rank, scouts go on a series of activities called Adventures – examples of adventures include Outdoorsman, Building a Better World, Rolling Tigers (bicycle safety), Baloo’s Picnic Basket (cooking and healthy eating), and the Whittling Chip (knife safety). Their rank is awarded to them in a ceremony in front of the whole pack, and is given to them upside down at first. They are able to turn their rank right-side up when they “do a good turn” – or perform a good deed that their parents deem worthy.”

Stevens said performing good deeds is at the heart of the Scout’s belief system.

“One of the backbones of the Scouting belief system is to ‘Do a Good Deed Every Day,’” Stevens said. “We start teaching that in the Cub Scout program by providing opportunities for our scouts to serve their community. We do a food drive called Scouting for Food, we volunteer at a food bank during the holidays, and we perform neighborhood cleanups and other services to our community.”

Pack 461, established in 2018, is proud to be one of the nation's first Family Packs – offering the iconic Cub Scouts program to both boys and girls. As Cub Scouts, your child will have tons of fun while they earn badges, build racecars, enjoy the satisfaction of meeting challenges, and form lasting friendships.

(From <https://www.culvercitynews.org/girls-now-a-big-part-of-cub-scouts/> , accessed 08 September 2019)

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