

Venturing Guide

for LDS Leaders, the Next Step:

**Moving Your Priests Quorum Venturing
Program from Good to Great**

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<http://www.ldsscouting.org/venturing/venturing.html>

Venturing Guide for LDS Leaders, the Next Step: Moving Your Priests Quorum Venturing Program from Good to Great

You are an adult leader of an LDS Venturing crew (Advisor, Young Mens President, Bishop). Recently you have made a concerted effort to get a good Venturing program started for your Priests. Possibly you followed what seemed to be the most important steps recommended at Venturing Forum (Roundtable), in your Venturing Leader Specific Training, or in the document *Venturing Guide for LDS Leaders*¹. You can see progress. Understanding and support for the Venturing program has increased in your ward, especially on the part of advisors, young men, and their parents. You likely now have a Venturing organization in place, covering both the Priests and their adult advisors. Your crew has an activity calendar, and Venturing activities are taking place each week. You have made a good start.

Building upon this foundation, it may be time to consider refinements to your program efforts, things that will enrich and more firmly establish Venturing in your Young Mens program. You would like to see all of the tools of Venturing used effectively to run a really rich program for the young men of your ward, one that energizes them and significantly helps them to grow and be fully prepared for their adult lives as effective missionaries, loving fathers, faithful priesthood holders, and responsible citizens. You would like to see a tradition of great Venturing grow to become an integral part of the training and experience for young men of the ward for many years to come.

Many leaders have appreciated the flexibility that is inherent in Venturing to design programs that fit the needs of particular groups of young men. On the other hand, the downside of this flexibility is that with the number of choices available, it may take some time, several years perhaps, to grasp and to implement and fully realize the potential in Venturing to bless the lives of the young men in a specific crew.

This document has been prepared for adult LDS Venturing leaders who have implemented the basics in Venturing in their ward Priests quorum program and are now ready to take follow-up steps to establish traditions of great Venturing for their young men. This document suggest ways to better implement twelve components of Venturing that will significantly enhance the quality of a Venturing program as the activity arm of your Priests quorum. These are:

- 1) Receive leadership from the President of the Priests Quorum (the Bishop) [p. 4]
- 2) Refine calendaring and activity planning and evaluation process, so that youth-planned and youth-led activities are the norm. [p. 6]
- 3) Use the youth-related Venturing leadership training tools fully. [p.10]
- 4) Maximize the level of training of the adult advisors. [p. 16]

¹The latest version can be found and printed from ldsscouting.org at:
http://www.ldsscouting.org/venturing/LDS_Venturing_Guide_9-15-06.pdf

- 5) Promote the Venturing recognition programs. [p. 17]
- 6) Develop strategies for helping crew members complete their Eagle rank. [p. 18]
- 7) Find a high-adventure or other specialty in which crew members can become experts/certified, etc. [p. 19]
- 8) Actively look for opportunities for Venturers to teach skills to others (We learn; we do; we teach) [p. 21]
- 9) Help the crew to define and rally around a mission statement and write crew code and bylaws.[p. 22]
- 10) Train the crew on the use of Parliamentary procedures (Roberts Rules of Order) in its crew meetings, and other leadership techniques. [p. 23]
- 11) Promote participation of crew representatives in a Teen Leader Council (TLC) and the crew in TLC-sponsored events. Support the development of a TLC in a BSA District or Council or even in your LDS Stake. [p. 24]
- 12) Help the crew to define and/or create and to wear crew uniform. [p. 25]

1) Receive leadership from the President of the Priests Quorum (the Bishop)

In the world of LDS scouting programs, we see Scout troops that function relatively well independent of much support from the Bishopric; to some degree also Varsity Teams. But, the role of Bishop has been defined by revelation as the President of the Priests Quorum (D & C 107: 87-88) and his relationship to the quorum and its program seems to be a critical factor in how the work of that quorum goes forward. We are not aware of effective LDS Venturing programs where the major involvement and support of the Bishop is missing.

The following are statements by three Bishops who have presided over highly effective Venturing crews, describing how they directed the development of this program for their Priests:

“The Venturing program for Priest age boys offers variety and flexibility in activities that the young men will find interesting and exciting. As a new Bishop, I was aware of these things and knew that everyone would benefit from a well organized Venturing program in the ward. I spoke to the youth leaders about proper training and attending Roundtable. I shared with them my vision of where the Venturing program should go, and while these men worked very hard and tried to do as I had asked, things failed to progress as I knew they should. Finally, I came to the realization that if I wanted a strong program, I would have to take a more active role. So I began to attend Roundtable each month and I made a point of attending Leader Specific Training the next time it was offered. It was not long before the youth leaders in our ward, who often had other conflicts on the night of Roundtable, soon found their schedule open on those nights. They realized that if the Bishop could make the time, so could they. By attending Roundtable together, we were learning together, and we were unified in how to organize the program we envisioned. Within a very short time, Venturing in our ward moved to a whole new level. There is still room for improvement, as there always will be, but without a doubt, the best thing that ever happened to the Venturing program in our ward was the bishop's decision to attend Roundtable. I would encourage every Bishop who desires a stronger Venturing program for his Priest age young men to make monthly Roundtable attendance a priority.” --Bishop T C

“As an LDS unit the Venturing program has helped us in so many ways to be able to keep a focus on the activities for our young men. The training that we receive at Roundtable, coupled with having a representative from our crew on the district Teen Leader Council has helped us to understand how the program should be run. My Crew Advisor and I made the decision that we needed to be at Roundtable every month in order to really get a grasp of things. Although I have always been an avid scouter, one of the first things I did when called to be the bishop was sign myself and my newly called scoutmaster up for Wood Badge. This experience just added to my desire to run a proper Venturing crew. I made sure that I called people that not only would be good with the boys, but that were dedicated to scouting and willing to learn how Venturing worked. I bought the green scout shirt, and sewed on all the appropriate patches, then as a crew we designed a shirt that they would all be willing to wear each week. I think one of the most important decisions I made was to not hold bishopric meeting on mutual night. I decided that if the boys saw me in my white shirt and tie, then they knew I was there for there for church work. But if I showed up in my Venturing shirt, they knew I was there for them. Over the years we have had our ups and downs with different groups of young men who are more excited that others about participating in Venturing, but we just keep plugging along and plan our activities so that they are fulfilling Venturing awards... Proper leadership structure has been our greatest challenge, but it comes after time and persistence.” --Bishop R O

“Here are some of the things we did in our ward to implement Venturing. We read the Church Handbook of Instructions and learned that the YM Program works best when scouting and the Aaronic Priesthood are integrated together as much as possible, making scouting the activity arm of the Priesthood. To accomplish this more fully, we released the second counselor in the bishopric and called him to be the YM President and the Venturing Advisor. We called the YM 1st counselor to be the Varsity Coach and the YM 2nd counselor to be the scoutmaster. We then called 2-3 of the best brethren in the ward to be assistants to these leaders in each quorum and scout unit. After organizing the YM program this way, we encouraged each of the 10-12 men to become trained by attending Roundtable each month. The Bishop always attended Roundtable also, both to show support and to learn the Venturing program. We also encouraged Wood Badge attendance as well as temple worthiness. We encouraged the leaders, including the Bishop, to be in complete uniform at all meetings and activities where uniforms were appropriate. The Bishop tried to attend YM activities and go with the Venturers

on all of their week long camps, youth conferences and weekly crew meetings. I changed my interview night to another night so that I could attend both YM and YW classes and activities each week. We found this weekly interaction to be both enjoyable and helpful in developing relationships with the youth that were trusting and lasting. We also encouraged the youth to be in uniform for meetings and activities. We instituted a uniform bank that included Venturing uniforms so that the YM could understand the feelings of unity and closeness that comes from being in uniform for activities. As the program began to function, we found the YM would be proud to wear the uniform and act appropriately when participating in activities. We let them design their own activity shirt to use for a uniform when activities made wear of the regular uniform impractical. This in turn led to more opportunities for service and participation on a District and Council level. The “snowball” effect definitely took hold of the program over the years as the younger men would look forward to the activities and fun of being in the Venturing program. I feel that the most important things we did were to call the best men possible and to call enough of them to staff the program so that the presidency did not burn out trying to run the whole program alone. The next most important thing was to have the Bishop involved in as many of the youth activities and meetings as possible. These two things are what started the program moving so that training, uniforms and other things we did were effective.” --Bishop L E

Common features in these wards were Bishops who led out in promoting the vision of how the Scouting and Venturing programs can bless the lives of our young men. They made a commitment themselves to a strong Venturing program by becoming trained, wearing the uniform, attending Roundtable themselves, etc., and by unifying the young men and their leaders with a shared vision of excellence in the use of Venturing. When the Bishopric truly functions as the Presidency of the Aaronic Priesthood, young mens leaders follow suit. However, it is difficult for an adult leader to promote the values and virtues of the Scouting as the application and activity arm of the Aaronic Priesthood without the support of the Bishopric, especially in the case of the Bishop and the Priests Quorum.

ADDED NOTES: Regular communication between the Bishop and Young Mens President and Bishopric Counselors with counterpart Young Mens Counselors is vital for the success of any Aaronic Priesthood Quorum and respective Scout organization. It does not stop at the ward level either. Bishoprics also need the support of High Councilmen and Stake Presidency members. It all starts with the simple concept of taking the wrapper off the book and learning our duty as adult Aaronic Priesthood and Scouting leaders. As more and more of us learn our duty and stand in the office in which we have been called, everyone’s burden becomes lighter and the joy of service is achieved by all.

The vision and understanding of the adult leader are critical for young men to fully reap the blessings of the synergistic relationship between the Aaronic Priesthood Quorum and the Scouting program. The character building opportunities afforded through Scouting serves to provide a working laboratory for a young man to learn the coping skills that he will draw upon in the mission field and throughout his adult life. In general, we have found that most young men are not resistant to Scouting beyond the rank of Eagle Scout if the leaders have a vision of continuing in a strong pattern through the Varsity Scout and Venturing programs.

The call of a ward Young Mens President is an interesting one because the Young Mens President is the only auxiliary leader in the ward who does not choose his own counselors or secretary. The Bishopric is the presidency of the Aaronic Priesthood and hence the Young Mens Presidency members are there to assist their Aaronic Priesthood Presidency counterparts in mentoring the young men of each Aaronic Priesthood quorum.

The General Handbook of Instruction for the organization of the Wards’ adult Aaronic Priesthood leadership suggests that members of Young Men’s Presidency serve as the Scout leaders of the respective Aaronic Priesthood quorums (i.e., President - Venturing Advisor; First Counselor - Varsity Coach and; Second Counselor - Scout Master.) The role of these adult Aaronic Priesthood/Scouting leaders is to support the Presidency of the Aaronic Priesthood (Bishopric) in helping young men prepare to receive the Melchizedek Priesthood, serve mission and become future husbands, fathers and leaders in the church. The specific manual to prepare our young men for the daunting future ahead of them has not been written. However as the application and activity arm of the Aaronic Priesthood, Scouting and Venturing have tools and resources necessary to complement the development of an Aaronic Priesthood young man through the critical years when his testimony is being established.

2) Refine calendaring and activity planning and evaluation process, so that youth-planned and youth-led activities are the norm.

If your crew is typical, the adult leaders probably have had to take much of the responsibility initially for the calendar and activities in order to get the program off the ground. The next challenge may be to try to maximize the extent to which your crew calendar and activities are youth-planned and youth-led. This will be the basis for much of the growth and learning that you want for your youth.

Adult leaders need to remind themselves that:

- In activities, the product is less important than the process. Youth learning and development takes place more in the processes than in the end product. Too much zeal for perfect activities on the part of the adult advisors may well rob the young men of opportunities for growth.
- Regarding activities, the most important role for adult advisors is to set up a structure within which the young men can operate the calendaring and activity development processes themselves. The adult advisor serves as a role model on whom a youth can look to as a friend, mentor, and example of one who honors the priesthood.

To understand how better to support crew members in exercising leadership for the crew, it may be helpful to think about the calendaring and activity development process as having three components:

- 1) Prepare an annual calendar.
- 2) Manage the calendar implementation cycle
- 3) Plan and hold specific activities

The *Venturing Guide for LDS Leaders* and other introductory training materials outline the annual calendar planning processes but have less to say about the latter components of planning. The second and third components may well be the most critical steps for promoting youth-leadership for crew activities and the places at which the processes are most apt to break down for making the crew youth-led. Both of these processes involve day by day or week-by-week attention and coaching of youth leaders, for the crew to be successful.

The tables that follow provide a check-list of items that should be a part of these three processes, along with results or products from each of these processes, and also roles that adult advisors may well play in the operation of these processes by the Venturing crew. You might use these check-lists to evaluate the progress of your crew in becoming a youth-led organization and as a guide to determine the next steps in increasing the amount of responsibility that youth members will take for its operation.

PROCESSES	RESULTS (PRODUCT)
<p>1. Prepare an annual calendar (Create a skeleton, or proposed, long-range calendar)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Youth leaders and adult advisors conduct Program Capability Inventory (PCI) and compile results. <input type="checkbox"/> Youth leaders and adult advisors conduct Venturer Activity Interest Survey (VAIS) and/or brainstorm ideas and compile results. <input type="checkbox"/> Hold Officer’s Seminar <ul style="list-style-type: none"> • Attending: if a large crew—just the officers; if a small crew—everyone • Fill in fixed dates on calendar: Holidays, Stake, School, Combined YM/YW, District/council activities (do prior to Seminar) • Decide special activity dates: superactivity, recognition activities, in-depth specialty activities • Assign highest popularity activities from the VAIS compilation to remainder of dates. <input type="checkbox"/> Officers get crew member approval for annual calendar <input type="checkbox"/> Officers present calendar to parents in Parent’s Night meeting. <p>ADULT ADVISOR ROLES:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Help set dates for PCI, VAIS, and seminar <input type="checkbox"/> Provide youth leaders with blank copies of the PCI and VAIS, train on their uses, and see that compilations are created. <input type="checkbox"/> Arrange for facility for Officer’s Seminar, with transportation and meals <input type="checkbox"/> Work with president to build a Seminar agenda, and prep him on conducting it. <input type="checkbox"/> See that “fixed date” information is gathered and compiled on preparatory calendars. <input type="checkbox"/> Guide the calendaring process, at the Seminar. <input type="checkbox"/> May do the final calendar, make copies, help with distribution, etc. 	<ul style="list-style-type: none"> • Year-long skeleton calendar • Crew members committed and excited about calendar • Parents informed and supportive • LEADERSHIP DEVELOPMENT: Officers and crew members learn strategic planning, consumer research

2. Manage the calendar implementation cycle

(Confirm activities and leader assignments for the next 2-3 months and see that activities are well-planned and approved)

- At monthly Crew Leader (detailed planning) meeting, youth leaders review proposed activities on annual calendar for next 2-3 months and
 - Confirm the activities to be held on specific dates,
 - Identify a youth to be chair of each activity,
 - Complete the top part of an Activity Planning Worksheet for each activity.
 - Identify the need for consultant help.
- Give assignments to the activity chairmen.
- Update and distribute revised calendar to crew and parents.
- At Crew Committee meeting, determine how to supply consultants as needed.
- At Crew meeting, get reports from activity chairs on activity plans and approve finished plans.
- At weekly Crew (quorum?) Presidency meetings, check on progress of plans
- At Crew Meeting following activity, do an evaluation.

ADULT ADVISOR ROLES:

- Establish crew meeting schedule, with agreement from youth Presidency:
 - 1) Monthly detailed planning meeting, for Presidency
 - 2) Weekly check-up meeting, for Presidency
 - 3) Monthly crew meeting on one activity night, for entire crew
 - 4) Work with adult committee chair to set up Crew Committee meeting schedule
- Help build agendas, for youth conducting of 1), 2), and 3) above
- Prep youth leaders in advance for conducting each of these meetings, especially suggesting follow-up contacts to see that activity planning is being performed
- Provide youth leaders with blank copies of the Activity Planning Worksheet and train on its use
- May do the calendar updates, make copies of revised calendar, help with distribution, etc.
- Meet with adult Committee, to report on program

- Revised calendar, with definite commitments to hold specific activities in the near-term
- Youth activity chairs assigned
- Crew approval for activity plans
- Oversight of planning for specific activities
- Continuing parents support
- LEADERSHIP DEVELOPMENT: Officers learn conducting meaningful business meetings, controlling implementation processes

3. Plan and hold specific activities

(Make detail plans for each activity, carry out, and evaluate)

- Youth chair or committee, with adult consultant as needed, details out plans for an activity.
- Consider resources needed, safety issues, alternative plans, timing, approvals required, publicity, etc., using Activity Planning Worksheet outline.
- Activity Chair presents the plan for the activity at Crew meeting, for approval. Crew votes to approve or not.
- Activity conducted.
- Evaluation made and submitted, using Activity Planning Worksheet outline.

ADULT ADVISOR ROLES:

- Train crew and crew Presidency on parliamentary procedures
- Arrange for adult consultants when needed
- Give oversight to planning, conducting, and evaluating of activities
- Have back-up activity plans available that can be implemented on short notice (which Crew Presidency agrees on).

- Well planned activities
- Records of successful activities for later reference
- **LEADERSHIP DEVELOPMENT:** Individual crew members gain experience in detailed planning, leadership, and evaluation

3) Use the youth-related Venturing leadership training tools fully:

At this time, the Church is largely relying on Scouting tools to supply needed leadership training for Aaronic Priesthood young men. Therefore, it seems to us that it is doubly imperative that the leadership training options in Venturing and the other Scouting programs be fully and effectively utilized. Let's repeat. For Priests, the Venturing training tools are their opportunities for leadership training. If we want leadership instruction for our Priests, Venturing is where it is to be found. The leader training options in Venturing are wonderful, state-of-the art programs, and deserve high emphasis. Important training components that LDS crews should work to implement include Crew Officer's Briefing, Venturing Leadership Skills Course (VLSC), Kodiak and Kodiak X.

Crew Officer's Briefing. Crew Officer's Briefing is perhaps a two hour meeting that should be performed whenever there is a change of officers in the crew presidency, preferably within the first week or two after the new officers have been installed. This orientation is very important to give new officers an understanding and materials regarding their responsibilities, and to promote a youth-led crew and quorum. Crew Officer's Briefings are described in the Venturing Leader Manual (BSA publication # 34655D), page 32 with an outline for the meeting on page 30. We suggest several modifications to this outline, based upon how Venturing typically operates in an LDS setting:

- 1) Since in LDS settings crew officer's responsibilities are typically coordinated with assignments in the quorum presidency, address both quorum and crew assignments in the Briefing.
- 2) The use of the job descriptions that follow include both quorum and crew assignments. (Item 1 on the Briefing agenda--each officer to read aloud his duties)
- 3) In LDS programs, quorum and crew presidency meetings likely are or need to be coordinated, and that schedule presented to new officers.

Coordinated Quorum/Crew Presidency meeting schedule

Our experience suggests that there needs to be a *weekly* Presidency meeting for the youth officers to function well in their callings. Generally these meetings are

- 1) Check-up meetings (each Sunday, before or after block meetings, 20-30 minutes).
- 2) One meeting a month to focus on activity detail planning (60 minutes, perhaps starting at the regular time but with the meeting length extended).

4) In LDS programs where crew officer changes are probably coordinated with changes in membership in the Quorum Presidency rather than at a specific time each year, the calendar planning cycle may not work for the Crew Officer's Seminar to be held shortly after the Crew Officer's Briefing as is stated in the Venturing Leader Manual. (The Officer's Seminar would typically be held at the start of the Crew's program year, generally either about August-September or about December-January.) We suggest therefore that if the Briefing is being held at any other time than at the beginning of the crew's program planning process that you substitute a review of the existing calendar in place of planning for a Seminar.

Priests Quorum/Venturing Crew Job Descriptions

Quorum 1st Assistant/Crew President

(Primary advisor: Crew Advisor (Young Mens President/Quorum Advisor))

- * Serves as youth leader of the Quorum and Crew.
- * Promotes unity and brotherhood in the quorum, and testimonies, faithfulness, and quorum activity on the part of all members
- * Sees that the quorum meets its obligations and assignments
- * Promotes participation by all quorum members in the quorum's activity program (Venturing)
- * Represents the quorum at ward Bishop's Youth Committee and Aaronic Priesthood Committee
- * Presides over and conducts quorum meetings when Bishop is not present or as assigned.
- * Presides over and conducts crew meetings.
- * Coordinates the operation of the quorum and crew, under the direction of the Bishop.
- * Makes sure that effective meetings and activities are held:
 - 1) Weekly quorum meetings
 - 2) Weekly Quorum Presidency Meetings, including check up on quorum assignments and activity plans, and once a month Detailed Activity Planning meeting
 - 3) Weekly crew activities
 - 4) Monthly crew Meeting where crew business is conducted.
- * Appoints activity chairs in collaboration with Crew Program VP
- * Represents the crew at District or Stake Venturing Teen Leader Council meetings
- * Makes sure that members of the crew are doing their jobs and having fun.

Quorum 2nd Assistant/Crew Administrative Vice-President

(Primary advisor: Associate Advisor for Administration/Assistant Quorum Advisor)

- * Conducts quorum or crew meetings when the Quorum 1st Assistant/Crew President is gone or as assigned by the Quorum 1st Assistant/Crew President
- * Sees that all quorum members have the chance to participate in quorum assignments
 - 1) Assigns quorum instruction
 - 2) Administering the sacrament (sacrament meeting, sacrament for shut-ins, Hearthstone)
 - 3) Other assignments
- * Serves as crew parliamentarian and sees that monthly Crew Meetings are conducted by Robert's Rules of Order.
- * Promotes activation; also bringing non-LDS young men into the Venturing program
- * Promotes missionary preparation
- * Promotes awards and recognitions:
 - 1) Duty to God, so that every priest achieves this award by the time he leaves the quorum
 - 2) Eagle rank, so that all quorum members possible complete their requirements
 - 3) Venturing recognitions:
 - Religious Life Bronze, so that the majority of the quorum members achieve this award in the first 9-12 months they are in the quorum
 - Other advanced awards such as Venturing Gold and Silver, Ranger, or Quest
- * Plans and conducts (or assigns) ceremonies, pledges, singing, devotionals at outings, etc.

Crew Program Vice-President

(May be Quorum 3rd Assistant. In small crews the 1st Assistant/Crew President may carry these duties)

(Primary advisor: Associate Advisor for Program/Assistant Quorum Advisor)

- * Conducts quorum or crew meetings when the Quorum 1st or 2nd Assistants are gone or as assigned by the Quorum 1st Assistant/Crew President
- * Oversees crew activities with the support of the Associate Advisor for program.
- * Takes the lead in seeing that the quorum/crew:
 - 1) has a yearly activity calendar developed at planning retreat or elsewhere
 - 2) has detailed planning for activities covering the next 2-3 months, initiated at a monthly Detailed Activity Planning Meeting
 - 3) reviews plans for future activities at a monthly Crew Meeting
- * Sees that Activity Planning Worksheets are filled out at monthly Detailed Planning Meetings to give to assigned activity chairmen
- * Makes sure that activity chairmen are assigned, notified, making progress in planning and have consultants and resources to be successful in carrying out activities.
- * Makes sure that activity chairmen are ready to present their activity plans for approval in the monthly Crew Meeting, that the activity chairmen actually take the lead at activities, and that each activity is evaluated after it has been held.
- * Takes the lead in planning a yearly crew superactivity, including location, dates and times, funding, transportation, activity schedule for event with youth leaders over each activity, publicity, and evaluation

Secretary/ Treasurer

(Primary advisor: Associate Advisor for Administration/Assistant Quorum Advisor)

- * Keeps a record of attendance of quorum members at
 - 1) Quorum meetings
 - 2) Crew activities
- * Keeps a record of participation of quorum members at
 - 1) Service projects
 - 2) Sacrament assignments (sacrament meeting, sacrament for shut-ins, nursing home)
- * Keeps minutes of meetings of the quorum/crew, as assigned
- * Keeps a binder of descriptions of activities and their evaluations (Activity Planning Worksheet)
- * Sends notices or calls members about meetings, as needed
- * Helps keep track of funds available to the crew
- * Coordinates with ward clerk to get regular printout of financial reports

We suggest that at the Briefing that each new member of the Presidency be presented with a personalized binder, containing essential information for administering the quorum and crew:

Suggested Contents of Personalized Leadership Binder for members of Quorum/Crew

Presidency

On the outside:

- Use 1" white binder with insertable covers
- For front and back cover inserts, display crew mission statement, Aaronic Priesthood purposes or theme, Venturing Oath and Code
- On binder spine, young man's name and office

On the inside, separated by tabs:

- Crew code and bylaws
- Crew calendar
- Officer job description
- Multiple blank copies of conducting outlines for
 - 1) Presidency meeting (check up),
 - 2) Presidency meeting (detailed planning),
 - 3) Quorum meeting,
 - 4) Crew business meeting

Venturing Leadership Skills Course (VLSC). The VLSC is the centerpiece of leadership training for Venturers. It represents state-of-the-art training in leadership. And, it is very well designed to fit the learning styles and needs of older teen-age young men. This happens in two ways. First, the lessons hold the interest of this age group because they are action oriented—they typically start with some kind of challenging physical and/or mental activity; then through discussion that is based on the activity, the young men are enabled to draw their personal conclusions about a particular leadership topic. Second, the lesson plans are designed so as to allow young men who have been previously trained to be the instructors. This allows the ultimate learning by teaching to occur (Venturing: we learn, we do, we teach).

VLSC manuals (BSA publication number 34340B) should be available at any BSA Scout Shop. They are also available on the internet.

The VLSC includes eight modules, which require about eight hours to be fully taught. These modules could be taught over a period of a number of days, but our experience suggests that the teaching is enhanced by doing the entire course on a Friday night (first modules, plus dinner) and Saturday (remaining modules, with breakfast and lunch) in a retreat setting such as a vacation home.

The VLSC can be made most effective by presenting it in a *cycle*, probably about once a year. The adult leaders will probably need to do almost all of the teaching the first year, but the next year much of the program should be presented by crew members who were trained previously. This is really what makes the VLSC so great a leadership training program. Help the younger crew members look forward to being the faculty next year, and make that a reward for attending the course.

The course has quite a few props that are essential for effective presentation. They are all listed in the instruction manual. It will likely be most effective for an adult leader to prepare and bring all of the props and teaching materials, even if young men are doing most of the teaching.

We have used a Power Point presentation that projects the questions for discussion on a screen or wall, as they are outlined in the instruction manual. We have found this to be a very effective approach for assisting young men as they do the teaching, and does not require a great deal of preparation on their part (but does require a laptop computer, projector, and screen/blank wall). Other alternatives might be to prepare the discussion questions for each module on a newsprint pad or overhead transparencies in advance.

Perhaps the most critical VLSC module is the initial one, Vision, which teaches the importance of an organization having a written vision or mission statement. Such a statement, if well constructed, can motivate and inspire unity and energetic action by members of an organization. The preparation of such a statement is taken very seriously by leaders of organizations in business and government. The first time the VLSC is presented, the outcome of the Vision module should be to have crew members finish drafting and/or agree on their crew mission statement. This part of Module One should probably be conducted by the Crew President, to help achieve crew ownership. We suggest that you, the adult leaders of your crew, follow the recommendations very conscientiously that are found in the introduction to Module One. This is, that you work with your presidency in advance to create a draft that then can be refined and agreed upon in the larger group that will probably be a part of the VLSC. (Then find ways to keep the vision statement in front of the crew, throughout the year.)

The best mission statements are generally very concise and capture 1) the reason for existence for the organization, that is, its ultimate success criteria, and often also 2) how the organization will achieve this end. Notice these two parts in the way that the Palmyra District Teen Leader Council has defined its mission: "To promote Venturing in the Palmyra District through high adventure and training."

There are several examples in the VLSC manual. Here are some added examples that are effective in defining and directing their organizations in desirable ways and that you are also welcome to use as examples in your teaching:

BYU FOOTBALL TEAM

To be the flag bearer of Brigham Young University through football excellence, and to embrace truth, virtue, and honor as a beacon to the world.

CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS

To help us come unto Christ ourselves and then help others to do so by fulfilling the threefold mission of the Church: proclaiming the gospel; perfecting the Saints; and redeeming the dead.

(Adapted from a conference talk by President Ezra Taft Benson. Think of how much this statement has helped LDS members focus on the most important things.)

WALMART

We save people money so they can live better.

(This statement has been widely recognized, both internally and by business scholars, as promoting significant change in the Wal-Mart culture to a focus of helping people "live better".)

THE MISSION OF CREW 1527

To build bonds of quorum brotherhood and help each quorum member achieve the purposes of the Aaronic Priesthood, through high adventure, fun activities, leadership opportunities, and service.

PALMYRA TEEN LEADERS COUNCIL

Promote Venturing in the Palmyra District through High Adventure and Training

Kodiak, Kodiak X. This new advanced leadership training course is highly recommended to be used in the months following introduction of the VLSC to your crew, and to continue to be used yearly in a crew leadership training cycle along with the Crew Officer's Briefing and the VLSC. Kodiak is designed to be presented in the field, probably during a crew superactivity. Experiences of the superactivity are intended to be used to illustrate and reinforce the Kodiak lessons, and will certainly add depth to a crew's superactivity experience.

The materials are presented as a series of five "Commissions." Each commission takes approximately one hour to cover. These lessons are to be presented periodically over the course of the superactivity, perhaps at various stopping points during a backpacking trek or canoe or rafting trip, or be scheduled once or twice a day in a stationary camp.

Like the VLSC, adult leaders should probably be the instructors the initial year. However, in succeeding years, crew members, who have been previously through Kodiak, could be the instructors.

For participation in Kodiak, there is the expectation that a youth has already completed the VLSC. Since the Kodiak will probably be presented in the summer in connection with the crew superactivity, this suggests that the yearly VLSC be scheduled for the crew some time prior, perhaps in the winter or spring.

Kodiak X offers two added "commissions" that like Kodiak could be offered in connection with some kind of high-adventure activity for the crew.

Kodiak and Kodiak X materials are available in or through a Scout Shop. It should be noted that these are national BSA training courses. Therefore they must have a course director who has been through Course Director Training, offered through a BSA Council.

4) Maximize the level of training of the adult advisors

Training of adults for Young Mens leadership (Leader specific--formerly called Basic, Youth Protection, Round Table, Wood Badge, etc.) comes primarily from our partnership with the Boy Scouts of America. To run really strong Young Mens programs, we need to take advantage of all of the available training from BSA. We cannot express the need better than President Charles W. Dalquist II, past Young Mens General President:

“It is vital that we, as Priesthood and Aaronic Priesthood/Young Mens leaders take training seriously. We are part of this great partnership with the Boy Scouts of America for very specific reasons: If we fully participate, our young men will be blessed and better prepared for missions and the blessings of the temple. Part of the participation is training...

“If we are really intent on touching the lives of our young men,...then we will do whatever is necessary to help us accomplish that—including getting trained. For most of us, Wood Badge is life-changing...

“The call is for every leader, including stake presidency members who work with youth, high councilors, stake Young Mens Presidents, Bishoprics, ward Young Mens leaders, and Scouting leaders, to be trained... I know companies that don’t even allow a new employee to step into the plant or office until he has received initial training. They do this because they know that, without training, most individuals will be ineffective in the job they were hired to do. And yet, we call leaders to strengthen, motivate and prepare young men for missionary service and life in general—without one iota of training.

“In contrast to that, I know one bishop who has 17 Wood Badge trained leaders in his ward. Imagine the strength of their youth program. I was in another ward the other day—a new ward with little scouting tradition... As I spoke with a member of the Bishopric... he indicated that their entire Scouting team—Bishopric, Young Mens Presidency and Scouting leaders— were heading to Wood Badge within the year. I can only imagine what a great blessing that will be to the boys those leaders serve. **INSTEAD OF WORRYING ABOUT ONE PERSON FROM A WARD AND TWO PERSONS FROM A STAKE ATTENDING WOOD BADGE—WHY DON’T WE JUST COMMIT TO GET EVERY LEADER TRAINED, INCLUDING FAST START, YOUTH PROTECTION, BASIC TRAINING AND WOOD BADGE IMMEDIATELY AFTER THEY ARE CALLED.**”

(Charles W. Dahlquist II, *The Importance of Wood Badge Training*, Young Mens General Board, Church of Jesus Christ of Latter-day Saints, February 2007)

In addition to completing the BSA training offerings mentioned above, we believe that regular Round Table (now called Forum by national BSA) attendance by all adult Venturing leaders is essential for them to maintain the Venturing spirit and vision, to gain added program ideas, and to establish collaborative relationships with other Venturing leaders. If this meeting sometimes lacks excitement or content, volunteer to help lead or teach (and you will benefit as much or more than others).

5) Promote the Venturing recognition programs.

Venturing awards and recognitions offer young men the opportunity to systemically learn, grow and serve. They help build a sense of self-worth. They help tie a young man more closely to the Quorum and Venturing program. They provide wonderful opportunities for strengthening relationships with you, their adult leaders, and are good indicators of boy progress and program success.

A good strategy for getting young men “hooked” on Venturing recognition programs is to include a number of requirement activities on the crew calendar. Then at some point (at a camp, in the car traveling to an activity, at a visit to his home, etc.) you invite the youth to look with you at “where he is at” regarding a specific award. You both may be surprised at how close he is to completing the award. Motivating him to complete a nearly finished award is much easier than getting him to start work on one.

Calendar items that probably should be scheduled include:

- Cultural diversity experiences (Religious Life Bronze)
- Ethical controversies activities (Religious Life Bronze, Venturing Silver—** these also make good last-minute back-up activities to use when scheduled plans fall through)
- Standard First Aid (Religious Life Bronze, Outdoor Bronze)
- District or Council Venturing activities (Venturing Gold)
- CPR certification (Venturing Silver)
- BSA Safe Swim Defense (Venturing Silver)
- VLSC (Venturing Silver)

We especially suggest that LDS crews use the Venturing Religious Life Bronze award to begin to introduce young men and their parents to Venturing awards. In order to help this process, we believe that some additions are useful and justified which recognize activities that are a significant part of an LDS Priest’s religious life but are not in the generic listing of items for the award, for example, seminary participation, going out with the missionaries (x times), or taking the sacrament to shut-ins (x times). In the appendix, see the document Venturing Religious Life Bronze for LDS Priests, which includes several LDS experiences that might, with the advisor’s approval, meet some of the requirements for this award.

Another helpful resource for encouraging young men to work on Venturing awards is to make sure that they have personal copies of the Venturer/Ranger Handbook (BSA publication 33494A). Some successful crews present copies of this book as part of the new 16 year old’s orientation to the Priests quorum.

6) Develop strategies for helping crew members complete their Eagle rank

A number of young men come into the Venturing program not having finished their Eagle rank. With the right kind of encouragement and support from their advisors, a number of young men will complete their Eagle as Priests. This is important for their development and their future successes as adults. Here are some suggestions:

- Advisors need to acquire the same kind of expertise in scouting advancement that a good scoutmaster has. Crew advisors are “Scoutmasters” to their crew members in regard to advancement to Eagle.
- As young men enter the Priests quorum and Venturing program, it is important to *immediately* identify the status of their progress toward Eagle. This may take some research with BSA Council Offices, prior scoutmasters, etc., to obtain complete up-to-date records. (Wards that maintain a single computerized data base for all scouting advancement from 11 year olds to Venturers have an advantage.)
- If a young man is eligible to continue (First Class or greater), work with him (and his parents) immediately on future goals and plans for advancement/recognition.
- Utilize the Venturing method to promote advancement/recognition in the crew:
 - Ideally, the crew Administrative Vice-President, with support from an Associate Advisor, should take the lead in promoting recognitions and awards.
 - This should include the Eagle, along with Venturing awards and Duty to God.
- Schedule scoutmaster conferences and boards of review immediately when a young man has finished the other requirements for advancement. Additionally, boards of review may be used to motivate young men who are not progressing. These latter might include parents and should aim to have everyone informed about what is yet needed and produce plans for how the young man will proceed to meet requirements and what support he needs from leaders and parents. These motivational boards of review might be conducted and/or at least be partially staffed by other young men, especially the Crew Administrative Vice-President.
- Hold periodic Recognition nights, at least twice a year.
- Keep good records of advancement, camp attendance, service hours, and leadership assignments for each young man, and use this information to make sure that no young man is kept from advancing by lack of these, especially leadership assignments that meet requirements for specific Eagle ranks and Venturing awards.
- Leadership assignments are tricky (6 months in an eligible leadership position), since the listed Venturing positions have been limited to members of the Crew Presidency. One solution is to expand the number of Vice-Presidents temporarily to include the young man who needs leadership time (Vice President for Service, Vice-President for whatever else you choose, etc.).
- Consider establishing a regular meeting (perhaps monthly on a Sunday, before or after church) for Venturers who need some extra individualized help to complete the Eagle. Have adults present to work one-on-one with each young man, to help him plan and set priorities and work on specific requirements.
- Encourage participation in Merit Badge Pow-wows, where available, as another way for Venturers to complete needed merit badges.

7) Find a high-adventure or other specialty in which crew members can become experts/certified, etc.

Gaining real expertise in some type of activity adds depth and richness to a Venturing program beyond just having interesting activities. Here are some examples:

Members of a Venturing crew expressed interest in rock climbing and repelling. None of the advisors had experience in these activities, but were able to identify a trained resource who was willing get the crew started. As interest increased, ward leaders invested in their own climbing equipment. Over a period of time, the skill level of young men and advisors increased. The young men taught climbing skills to the young women of the ward. The crew started to get requests from other groups and crews to help them to have a climbing experience. At this point, three adult leaders attended a climbing instructors training course and certified as climbing instructors. Although unable to certify because of their age, several of the crew members attained an equivalent level of skill as the adult climbing instructors in the crew. Over a two year period of so, this crew conducted climbing activities with at least 6 other crews. Under the supervision of the certified adult advisors, crew members largely conducted these climbing activities, teaching correct techniques and safety procedures to a number of other young men and women.

Typically, an 11 Year Old Scout patrol cycles regularly through the requirements for the first three Scout ranks. One of the requirements is that the scouts pass the BSA swim test. One Venturing crew has taken on the responsibility to conduct the BSA swim test for the 11 Year Old Scouts in their ward. This also fulfills a requirement for the Venturing Silver award and has given these young men a leadership opportunity and a sense of fulfillment in this service.

A new Venturing leader discovered that the young men he had been called to work with didn't attend and seemed to have no interest in Mutual or Venturing. Additionally they didn't seem to particularly enjoy each other or have much loyalty to their Priests quorum. In his background, there was an interest and considerable experience in caving and with certifications in cave and mine rescue. He used this expertise to develop a major change in the attitudes and relationships in the quorum. He first asked if anyone want to go explore a well-known local cave and got several takers. While there, he used that experience to help these young men see the need for more training to enjoy more challenging caving experiences. The crew gradually developed a strong emphasis on and a lot of expertise in caving. The immediate results were a great increase in quorum unity, as its members acquired the faith and trust in each other needed to carry out caving activities together in a safe and responsible manner. While the caving emphasis was only a part of a balanced program, over a several year period group members trained and assisted as many as 50 other groups (scouting, young women, science classes) to have successful caving experiences. Through this emphasis, the young men also obtained experience in making presentations to community groups, giving hands-on training, and overseeing caving experiences for others.

In another Venturing crew its members lived in a neighborhood having mostly older homes occupied by many retired couples and widows. Crew members developed a service specialty in which they learned to install new asphalt shingle roofs. Over the course of

several years, they re-roofed a number of homes for elderly ward members and neighbors for just the cost of materials, saving thousands of dollars in costs for persons of limited and fixed incomes. While giving this very significant and meaningful service, these young men also learned a useful trade.

We are not talking about the old idea of “specialty Explorer Posts” but something where the crew goes beyond just having interesting activities, and its members acquire expert skill in the endeavor. This typically requires expertise on the part of some adults associated with the crew. In the first example, the advisors went the extra mile to become fully certified in order to be able to teach and supervise the climbing emphasis desired by the crew. In the third example, the leader utilized an area of personal interest and experience to develop his greatly strengthen his crew and its members.

Whether or not your crew has developed its own high adventure capability, we suggest that you keep your eyes open for other crews with which to collaborate on such activities. This will benefit both crews.

8) Actively look for opportunities for Venturers to teach skills to others

President Thomas S. Monson has taught that we all should:

Learn our duty

Do our duty

Be an example

Similarly, a significant principle in Venturing is:

Learn it

Do it

Teach it.

The teaching step brings greater learning, plus builds self-confidence and self-esteem. Therefore, opportunities in the Venturing program for the young men to teach skills to others is very desirable. Of course, these opportunities to teach may depend on the program providing young men opportunities to experience and learn teachable skills. These opportunities to teach may come from the crew scheduling such things as at least an annual VLSC and Kodiak, ethical controversies activities, and creating high-adventure or other specialties for the crew members as described above.

9) Help the crew to define and rally around a mission statement and write crew code and bylaws.

The creation of a crew vision or mission statement was described above in connection with using the Venturing Leadership Skills Course (VLSC) module #1. Developing an organizational mission statement provides a state-of-the-art leadership experience for crew members, and hopefully, increases feelings of commitment to the crew by its members and also provides direction to its plans and activities.

A further and related learning experience in organizational leadership that Venturing may provide, is the creation by the crew of its Code and Bylaws. Bylaws are the constitution for the crew, the rules by which it will operate as an organization. Creating and using crew bylaws gives its members a practical education in constitutional government, hardly an insignificant experience for our priest age young men.

The Administrative Vice-President, with help from the adult Associate Advisor for Administration, may take the lead in drafting the Bylaws. There is a sample Code and Bylaws in the Venturing Leaders Handbook, on page 39. The crew may find it helpful to start with the sample Code and Bylaws and modify this to suit their needs. A practical and proven approach is to computerize the sample Code and Bylaws in a word processing program. With the entire crew or a committee of the crew present to work on Code and Bylaws, project a copy of the document in front of the group and let the group work through and edit the bylaws, as desired, line-by-line.

The Code (preamble) in the Code and Bylaws, of course, is the Venturing Code. Its inclusion represents a commitment to live by the Venturing Code. The crew may also choose to include its mission statement (from the VLSC) as a further preface to its Bylaws.

In adapting the sample bylaw section to an LDS crew, the young men will probably need to be guided as they find the words to describe the process of calling and sustaining (rather than electing) members of the presidency (assuming that the Bishop and Young Mens leaders have opted to organize the crew in this way). For the duties of officers section, an LDS crew might base the wording on the job descriptions presented in item 2 of this guidebook.

The Bylaws are also the place where a crew can specify what its uniform will be. Possible wording for the section could be:

“[Section #] Uniform

The uniform of the crew is _____. Crew members are encouraged [or expected]to wear the uniform at all crew meetings, when serving the public, at activities, and other appropriate times.”

Once the Code and Bylaws have been drafted, copies should be distributed to crew members and a vote on its approval conducted. Upon approval, copies of the final version should be made widely available to members.

10) Train the crew on the use of Parliamentary procedures (Roberts Rules of Order) in its Crew meetings, and other leadership techniques.

A little training session on parliamentary procedure may increase the fun and effectiveness of a monthly crew (business) meeting. See the Venturing Leader Manual, pp. 59-60, for possible content of such a session. This is another example of an opportunity that could be afforded to young men through Venturing to be able to learn mature leadership skills, that could serve them well and provide advantages to them in their adulthood.

Other practical leadership techniques that are presented in the Venturing Leader Manual that might be the focus of some training sessions, and that may be useful to young men in their adult lives and careers include how to introduce a speaker, how to lead a discussion, how to teach a skill, how to generate publicity, how to use charts and posters, and how to make a speech or presentation.

11) Promote participation of Crew representatives in a Teen Leader Council (TLC) and the Crew in TLC-sponsored events. Support the development of a TLC in a BSA District or Council or even in an LDS Stake.

Although not every area has developed Venturing Teen Leaders Councils (TLC, sometimes called a Venturer Officers Association or VOA), these organizations provide another significant avenue for broadening the leadership experiences of young men and strengthening the Venturing program in a Stake or a BSA District or Council. The current BSA manual on implementing Venturing locally makes this very point emphatically:

"The Teen Leaders' Council is a council or district-wide group of Venturing youth officers... [that] plans district and/or council-wide Venturing activities... The Teen Leaders' Council opens doors for Venturing. *It is critical in any comprehensive plan for strengthening Venturing* [italics ours] in a local council...The Teen Leaders' Council is central in providing a link between crews and the district/council. The Teen Leaders' Council should serve as a catalyst to promote, sustain and support Venturing...

(Here's Venturing: A Guide to Implementing Venturing in a District and Council, Boy Scouts of America, 2003, p. 57)

If a TLC/VOA exists in your area, by all means have your crew send a representative regularly to its meetings, preferably the Crew President, and support its activities as a crew. If your locality does not yet have a TLC/VOA, encourage its development by District, Council or Stake leaders. Volunteering to help in this effort might be a second mile activity that will yield large dividends for a crew advisor and for his own crew members.

12) Help the crew to define and/or create and wear Crew uniform.

Although Venturing allows crews the option of having no uniform, the entire history of Scouting contradicts this. Boys and scouting groups simply function better when in uniform. Crew members in uniform become a more “visible force for good” in their communities. Therefore, we recommend that you encourage your crew to have and wear a crew uniform.

Venturing allows crew to choose and/or design their own uniform. Probably the only stipulation is that whatever is chosen, it should contain some identification with Venturing such as a logo or words. The uniform of the crew should be specified when Code and Bylaws are written.

Some of the top crews with which we are acquainted have two uniforms, a polo shirt or tee-shirt of their own design for activities, and the spruce green BSA shirt and gray pants for more formal occasions and to provide a way to wear and display Venturing badges, recognitions, assignments, and other patches.

Appendix

Venturing Religious Life Bronze for LDS Priests

(Goal: Quorum/Crew calendar so that most active Venturers achieve the Religious Life Bronze within 9-12 months)

Complete 9 activities:

1. Earn your denomination's Venturing-age religious award.	Earn Priests or Teachers Duty to God certificate or On My Honor award
2. (a) Learn about cultural diversity. (b) Make a presentation or tabletop display using the information you learned in (a) above. OR (c) Invite someone from a different cultural background from yours and the majority of your crew's members to give a presentation on a subject of his or her choosing. Introduce your guest. (d) Participate in a discussion about cultural diversity with your crew, Sunday school class, or other group.	Attend a cultural diversity night to cover a), c) and d). Presenters might be a persons with different cultural backgrounds , or a panel of returned missionaries who have served with different cultures. May includes foods of different cultures. Conclude with a discussion about cultural diversity.
3. Plan and lead a service project such as helping to build a Habitat for Humanity house, participating in a community cleanup project, or taking on a fix-up project for a nursing home or nursery.	Complete the Eagle service project while a Priest, or lead/chair a service project for the Venturing Crew/Quorum
4. (a) Serve as a volunteer in your church or synagogue or other nonprofit organization for at least three months. (b) Keep a personal journal of your experiences each time you worked as a volunteer. (c) After you have served as a volunteer for at least three months, share your experiences and how you feel about your service with others.	(a) Be a home teacher, or do something with missionary service. Do (b) and (c) regarding the above
5. Go on a religious retreat or religious trek lasting at least two days.	Attend a Youth Conference or EFY
6. Produce or be a cast member in some type of entertainment production with a religious or ethical theme, such as a play, a puppet show, or concert for a group such as a children's group, retirement home, homeless shelter, or Cub Scout or Boy Scout group.	Plan and lead or participate in a program for a retirement home, or other group. In a group produce a video. Tour with a school musical performing group. All of these programs must have a religious or ethical theme or element.
7. Serve as president, leader, or officer of your Sunday school class or youth group.	Serve in the Priests Quorum Presidency, Venturing Presidency, Sunday School class president, or Seminary office
8. Complete a Standard First Aid course or higher course or its equivalent.	Include in Crew calendar
9. (a) Participate in at least two Ethical Controversies activities as a participant. (b) Be a facilitator for at least two Ethical Controversies activities for your crew, another crew, your school class, a Boy Scout troop, or another group. (c) Lead or be a staff member putting on an Ethics Forum for your crew, your church or synagogue, or your school class.	Include a) in Crew calendar, and use as back-up when other activities fall through. For b), plan opportunities to be Ethical Controversies facilitators in activities with Laurels or other ward or stake groups. c) Help plan and lead a seminary group work activity/presentation or class room discussion regarding a gospel doctrine or principle.
10. Serve as a Sunday school teacher or assistant for a children's Sunday school class for at least three months, or as a volunteer for a church/synagogue children's activity such as vacation Bible school. <i>(This must be different than requirement 4 above.)</i>	While a Priest/Venturer, <ul style="list-style-type: none"> ● Serve at least 3 months as Assistant in Primary nursery, other Primary class, Courses 12-14 Sunday School class, 11 Year old Scouts, as Cub den chief, or ● Participate in a long term Scout camp, as Jr. Asst SM, or ● Help with 3 Activity days for Primary children., or ● Teach the missionaries lessons to a seven year old preparing for baptism, or someone else
11. Meet with your church or synagogue minister/rabbi/leader to find out what he or she does, what they had to do to become your leader, and what they think is the most important element of their job.	Interview a seminary teacher, or church leader such as Bishop, Stake President, etc., about their jobs.
12. Participate in a missionary preparation class for 6 months.	
13. Complete two years of LDS seminary.	
14. Other religious activity or project approved by Advisor _____	