

The Girl Scout Leadership Experience Summer/Fall 2008 Answers to Frequently Asked Questions

The Basics

Q: What is the Girl Scout Leadership Experience?

A: The Girl Scout Leadership Experience engages girls in discovering themselves, connecting with others, and taking action to make the world a better place.

Q: What are the three keys to leadership and how do they relate to the Girl Scout Leadership Experience?

A: Discover, Connect, and Take Action are the three keys, defined as:

- **Discover:** Girls understand themselves and their values and use their knowledge and skills to explore the world.
- **Connect:** Girls care about, inspire, and team with others locally and globally.
- **Take Action:** Girls act to make the world a better place.

In Girl Scouting, Discover + Connect + Take Action=Leadership. All Girl Scout experiences are intentionally designed to tie to one or more of the 15 national leadership outcomes, or benefits, categorized under the three keys to leadership. The three keys to leadership replace Girl Scouting's "four program goals."

Q. What are national leadership outcomes?

A: The 15 national leadership outcomes are organized by the leadership keys:

Discover

- Girls develop a strong sense of self
- Girls develop positive values
- Girls gain practical life skills
- Girls seek challenges in the world
- Girls develop critical thinking

Connect

- Girls develop healthy relationships
- Girls promote cooperation and team building
- Girls can resolve conflicts
- Girls advance diversity in a multicultural world
- Girls feel connected to their communities, locally and globally

Take Action

- Girls can identify community needs
- Girls are resourceful problem solvers
- Girls advocate for themselves and others, locally and globally
- Girls educate and inspire others to act
- Girls feel empowered to make a difference in the world

Q: What does “Discover” mean as a leadership key?

A: Discover means to “discover within” and to learn about one’s personal values and critical thinking skills in addition to learning practical life skills while exploring their world.

Q: What are the Girl Scout processes?

A: In Girl Scouting, it’s not just “what girls do” (activities), but “how” (processes) they do them (activities) that when used together, impact girls. Girl Led, Cooperative Learning, and Learning by Doing ensure the quality and promote the fun and friendship so integral to Girl Scouting. Here’s how Girl Scouts defines these processes:

- **Girl Led:** Girls play an active part in figuring out the what, where, when, how, and why of their activities. In partnership with their adult volunteers, girls lead the planning and decision-making as much as possible. This ensures that girls are engaged in their learning and experience leadership opportunities as they prepare to become active participants in their local and global communities.
- **Learning by Doing:** A hands-on learning process that engages girls in continuous cycles of action and reflection that result in deeper understanding of concepts and mastery of practical skills. As they participate in meaningful activities and then reflect on them, girls get to explore their own questions, discover answers, gain new skills, and share ideas and observations with others. Throughout the process, it’s important for girls to be able to connect their experiences to their lives and apply what they have learned.
- **Cooperative Learning:** Through cooperative learning, girls work together toward goals that can only be accomplished with the help of others in an atmosphere of respect and collaboration. Cooperative learning encourages the sharing of skills, knowledge, and learning. Girl Scouts’ all-girl environment provides a space for girls to feel powerful and emotionally and physically safe. The environment helps girls experience a sense of belonging even in the most diverse groups.

Q: What resources are available to present the Girl Scout Leadership Experience?

A: Posters, flyers, PowerPoint templates, and other materials are available for councils to download on the Online Council Network at <https://ocn.girlscouts.org/OCN/5.0/5.0.aspx>. An introductory web video with information on the Girl Scout Leadership Experience and the journeys is slated for release in Fall 2008 and will also be available on the OCN.

Girl Scout Journeys

Q. What is a Girl Scout journey?

A: A Girl Scout journey represents a new way that girls can experience Girl Scouting. It is a fun and challenging experience spread over a series of sessions (usually 6-8 but with the potential to last far longer). The journey, which follows a designated theme, has a clear starting point (an invitation to explore and take action) and a definite ending point (opportunities to enjoy closure through reflections, rewards, and celebration). Along the way,

girls are following a purposeful trail that allows them to have fun, get wiser, and experience all the joys of being a traveler (meeting new people, exploring new tastes and cultures, gathering keepsakes, making memories) while being able to carry this all in one “suitcase”—their journey book!

No matter how much time girls spend on a journey, the whole is always greater than any single part. So when a Girl Scout journey comes to a close, girls and their adult guides truly feel a sense of accomplishment.

Q: What books make up the first series of leadership journeys for girls?

A: The first books for girls are all part of the *It's Your World—Change It!* series of leadership journeys. This series features one new book for girls at each grade level in Girl Scouting:

Welcome to the Daisy Flower Garden

Brownie Quest

Agent of Change (for Juniors)

aMAZE! (for Cadettes)

GIRLtopia: Toward an Ideal World for Girls (for Seniors)

Your Voice, Your World: The Power of Advocacy (for Ambassadors)

Journey books take girls at every grade level through a series of Discover, Connect, and Take Action experiences, with emphasis on inviting girls to “Take Action” on issues they care about. These books also contain stories; inspirational ideas; information about Girl Scout history, traditions, and values; facts and games; and provide space for girls to collect their own ideas and memories.

“How to” books—or guides for adult volunteers--that correspond to each of the girl books have also been created. These guides offer plenty of support, including sample sessions to tailor with girls, to help carry out the Girl Scout Leadership Experience.

Q: Are all 15 national leadership outcomes reflected in each journey book?

A: Each journey addresses six to eight outcomes including at least one of each of the Discover, Connect, and Take Action outcomes. Each adult guide contains a chart displaying outcomes tied to that particular journey so adults will always know the intended benefits to girls.

Q: When will the first journeys be available?

A: All girl and adult books in the *It's Your World—Change It!* series are available beginning in August 2008.

Q: Will the “It's Your World – Change It!” journeys be translated into Spanish?

A: Yes. The Daisy, Brownie, and Junior journeys (girl and adult books) will be translated first, and are slated for release by the end of October 2008. A plan for translation of the Cadette, Senior, and Ambassador books will be released this fall.

Q: What is the retail cost of the journey books?

A: All grade-level girl books cost \$7.00. The adult sets, consisting of a girl book packaged with the adult guide, are \$15.00. Girl Scouts of the USA is aware of the importance of being cost-conscious and has worked to provide excellent value. It is ideal for every girl to have her own book to fully experience the journey.

Q: Will the journeys be provided online or on DVD?

A: Journeys are intended to be hands-on books for girls to “have and hold” and will not be available online. GSUSA is exploring other online programming possibilities for the future.

Q: How many other journeys will be developed and when will they be available?

A: GSUSA anticipates three journeys for every grade level by 2010. A second journey series will roll out in 2009, and the third is anticipated for 2010.

Q: Do the journeys need to be done in any particular order?

A: There is no particular order or rush to complete the journeys. They can be done in any order.

Q: What will happen to existing badge books, handbooks, and STUDIO 2B books?

A: These books remain available and viable Girl Scout resources. Girls may continue using them based on their interests.

As the Girl Scout Leadership Experience is phased in between 2008 and 2010, GSUSA will determine which resources might still be needed to supplement the new approach as well as which current resources might be adapted to the Girl Scout Leadership Experience for use beyond 2010. Information will be provided with advance notice as decisions are made. Girls will always have a chance to complete existing plans and transition to new materials.

Awards

Q: Can girls earn new awards with the *It's Your World—Change It!* journeys?

A: Yes. Girl Scouts at each of the six grade levels have a chance to earn new official awards as they complete steps along the journey. The awards are designed to be worn on the Girl Scout uniform. Daisies, Brownies, Juniors, and Cadettes have the chance to earn several badges along the journey. Seniors and Ambassadors can mark their accomplishments at the culmination of a journey with a pin or iron-on.

The steps for earning the awards are clearly explained in the “how-to” books for volunteers created for each journey. Girls have information about the awards in their books, too. The journey books for girls and adults also have suggested reflection and ceremony ideas related to earning the awards. The goal is to provide opportunities for girls to fully understand and celebrate the achievement and growth the awards represent.

Q: What is the LiA (Leader in Action) award for Cadettes?

A: Girl Scout Cadettes have an opportunity to put their skills to work assisting Girl Scout Brownies on their Quest. Brownies (and their volunteers!) will appreciate having Cadettes along on the journey – and Cadettes will benefit from having the opportunity to have a position of responsibility. The steps for Cadettes to earn the LiA are described in the Adult Guide for “Brownie Quest” and online at http://www.girlscouts.org/program/gc_central/insignia/liA.pdf. Your local Girl Scout council is a great resource to identify Cadettes who might be interested in earning this award!

Q: Can girls still earn badges, apart from journey awards?

A: Girls are welcome to continue choosing and earning badges that represent their varied interests. Earning badges is an important tradition in Girl Scouting and it is here to stay! As adults and girls become more familiar with elements of the Girl Scout Leadership Experience, they will be able to see how the Discover, Connect, and Take Action leadership keys can be integrated into earning other awards. Of course, no matter what activities girls do in Girl Scouting, the experience is always best when it incorporates the Girl Scout processes: Girl Led, Learning by Doing, and Cooperative Learning.

Q: Can a journey activity be used to meet a badge requirement?

A: The new journey awards are based on participation in a whole series of inter-related activities and discussions tied to the intended outcomes and are woven throughout the book. So rather than each experience in a journey meeting a specific requirement, each contributes to the overall experience. So, journey activities cannot be counted as completion of a badge activity requirement. As has been the tradition in Girl Scouting, girls always learn best when they spend the additional time needed to meet various badge requirements.

Q: Where are the awards worn?

A: The journey awards are official and girls wear them on the front of the sash or vest. At Daisy level, girls may add the journey awards to the front of their tunics, in a place of their choosing. If Daisies opt to wear the new Daisy vest, the journey awards will be worn on one side of the vest and the current Daisy Center and Petals can be worn on the other.

Q: What is the future of badges?

A: Over the next several years, Girl Scouts of the USA will be updating some badges to ensure that all learning experiences tie to the national leadership outcomes intended for girls. The exact form the updated materials will take is part of the overall review and assessment process. Girls will have time to transition to new or updated badges. They will not “lose out” on activities they have begun or planned.

Girl Scout members have expressed interest in the availability of badge activities online and GSUSA is analyzing this possibility. Further information will be available in 2009.

Q: What about local badge activities and programs including Council's Own or Troop's Own Awards?

A: Locally created badge activities remain an important way to respond to the interests and needs of girls. The badges for "Council's/Troop's Own," are official awards and are worn on the front of the uniform sash or vest.

Councils can begin adjusting local offerings by using the Girl Scout Leadership Experience as the "engine" for all programming, purposefully planning them based on the leadership outcomes intended for girls, and using the processes of Girl Led, Learn by Doing, and Cooperative Learning.

Q: What is the difference between a badge and a patch?

A: Official GSUSA awards, including those earned by fulfilling requirements described in GSUSA level books, including the journeys, represent meaningful learning experiences for girls. Official awards, such as badges, are worn on the front of the sash or vest. Participation patches and other unofficial awards are worn wherever girls enjoy displaying them for fun.

Q: What is happening with the PA (Program Aide), LIT (Leader in Training), and CIT (Counselor in Training) programs?

A: These programs are very much a part of Girl Scouts and will be updated within the next few years to reflect elements of the Girl Scout Leadership Experience. Current guidelines remain in effect during the transition period.

Q: What is the future of the Bronze, Silver, and Gold Awards?

A: The Girl Scout Bronze, Silver, and Gold Awards will remain the highest awards in Girl Scouting. New guidelines, more closely aligning the awards with the new Girl Scout Leadership Experience, will be available in spring 2009. During the transition years (2008-2010), girls will have the option to continue earning the Bronze, Silver, and Gold Awards based on existing standards.

Girl Scout communities eager to begin planning for the updated approach to the Bronze, Silver, and Gold Awards prior to spring 2009 may note the following:

The *It's Your World—Change It!* journeys have been intentionally designed to engage girls in a critical thinking process related to identifying and researching issues they care about, developing community networks, and creating and implementing plans to take action. Upon completion of a journey in this series, at the appropriate grade level (see below), girls will be prepared to move on to identify and carry out impactful award projects. Based on this, Girl Scouts of the USA anticipates that at the completion of the journey, girls will have completed much of the prerequisite work and will progress on to begin impactful Bronze, Silver, and Gold Award projects.

Grade Levels for Earning the Awards (Based on the Fall 2007 Webinar Series)

Bronze Award:	Earned by Juniors	(4 th -5 th grade)
Silver Award:	Earned by Cadettes	(6 th -8 th grade)
Gold Award:	Earned by Seniors or Ambassadors	(9 th -12 th grade)

Uniforms

Q: What is the Girl Scout uniform policy?

A: The National Board of Directors approved a new uniform policy in 2006, to become effective in fall 2008. Based on this policy, girls at each level are required to wear an official item (e.g., sash, vest, or tunic) for the display of official pins and awards and when girls participate in ceremonies or officially represent the Girl Scout organization. Girl Scout Juniors, Cadettes, Seniors and Ambassadors will wear their official item (sash or vest) with white shirts and khaki pants or skirts. Girl Scout Daisies and Brownies continue to have a full collection of uniform components available or may wear their khaki pants or skirts and white shirts with the vest or sash. Girl Scouts Daisies can also choose a tunic. There is also a collection of casual wear for girls to enjoy. The official uniform for adults is navy blue business attire worn with a scarf and membership pins for women and a tie for men.

New Membership Levels

Q: What are the new grade levels?

A: The National Board of Directors approved these grade levels in 2006 to provide increased differentiation and advancement as girls experience Girl Scouting. The levels are:

- Girl Scout Daisies - (Grades K-1)
- Girl Scout Brownies - (Grades 2-3)
- Girl Scout Juniors - (Grades 4-5)
- Girl Scout Cadettes - (Grades 6-8)
- Girl Scout Seniors - (Grades 9-10)
- Girl Scout Ambassadors - (Grades 11-12)

Girl Scout councils around the country have created plans to transition to these levels. Each council determines the exact dates of the grade-level change based on their membership needs. Some have chosen to begin using the new levels with the 2008/2009 year but all will be using the new levels by 2010. The goal is to have a nationally consistent grade level structure by 2010.

Q: What changes will be made to the membership registration forms?

A: The dues summary registration form has been changed to reflect the updated grade levels.

Q: How will home-schooled or independently registered Girl Scouts use the journey materials?

A: Girl Scouts who are on their own—and the adults who guide them—are encouraged to network with other Girl Scouts in their communities. One of the three critical processes of the Girl Scout Leadership Experience is cooperative learning. Sharing some of the discussions and experiences with others will enrich the journey and provide girls with opportunities to increase team-building and networking opportunities important to the leadership keys of Discover, Connect, and Take Action.

Q: How will multi-grade level groups use the journeys?

A: Let's use *It's Your World-Change It!* series as an example. In these journeys, "Taking Action" provides a unifying theme for multi-grade level groups. Girls at multiple levels can use their own level-appropriate journey, yet they will be able to support each other in accomplishing goals. All the journeys encourage girls to share or "pass forward" some of what they are learning and experiencing with other girls. Multi-grade groups offer a wonderful setting for this to happen.

Grade Level Specifics

Q: Since the Girl Scout Leadership Experience is grade specific, what happens if a girl's grade changes and she is out of sync with her troop?

A: When a girl changes grades, the council will work with the girl and her family to determine the best fit. Girl Scouts of the USA trusts councils, in partnership with families, to assist every girl to have the Girl Scout experience best for her. As a general practice, girls say it is important to be with their "social peers"—groups that share the same developmental characteristics.

Q: What does the new two-year Daisy experience offer girls in K-1?

A: Adults guiding Daisies are encouraged to follow the many tips and suggestions in the "how-to" adult guide that accompanies each level in the 2008 "It's Your World – Change It!" journeys. For K-1, the journey is titled "Welcome to the Daisy Flower Garden" Adults will quickly find that with a little imagination, this Daisy journey can extend far beyond the six sample sessions provided in the book. As new journeys are developed, Girl Scout Daisies can continue using existing Daisy resources and earn Daisy Petals, if they choose.

It's official! Girl Scout Daisies may participate in the Girl Scout Cookie Sale and other council-sponsored product sales starting with Fall Product Activities in 2008. This includes girls in both kindergarten and first grade. The new Girl Scout Daisy special resources for girls and adults will be available this fall online in a printable version—and will guide volunteers and parents to make it a great experience for girls. The story and activities for girls build on the premier Daisy Leadership Journey, *Welcome to the Daisy Flower Garden*.

Q: What will be special for the new Ambassador level? How will girls bridge?

A: The premier leadership journey for Ambassadors, *Your Voice, Your World: The Power of Advocacy*, engages Ambassadors in identifying an issue they care about (based on their values) and speaking up for a solution. When they have completed the steps to advocacy, they will earn the new Advocate Award created especially for girls at this level. Ambassadors are encouraged to "pass on" to younger girls some of what they learn on their journey. A bridging award will be available for Ambassadors in spring 2009, and girls who begin the Ambassador level in fall 2008 may earn this award retroactively.

Outcomes and Transforming Leadership

Q: What is *Transforming Leadership*?

A: *Transforming Leadership: Focusing on Outcomes of the New Girl Scout Leadership Experience* is a GSUSA publication that defines the specific outcomes (benefits) of the new Girl Scout Leadership Experience for girls. The book describes the outcomes for each of the six grade levels within Girl Scouting. The outcome is defined in developmentally appropriate ways for each grade level; examples of measurable signs that show whether girls are making progress are provided as well. *Transforming Leadership* helps orient volunteers, staff, and the general public to the model underlying the Girl Scout Leadership Experience.

It is the next step in Girl Scouting's effort to develop today's generation of girl leaders. The 15 national outcomes organized around Discover, Connect, and Take Action enable all adults to be purposeful in working with girls.

Q: How do I use the *Transforming Leadership* outcomes reference tables?

A: One way to think of the outcomes reference tables (beginning on page 23) is to view them as the Girl Scout equivalent of dictionary entries – reference tools to use as needed. These tables orient the Girl Scout community toward the benefits Girl Scouting intends for girls through the New Girl Scout Leadership Experience outcomes and can be useful in selecting and implementing program, and writing funding proposals. The outcomes represent our intentions for girls (at each grade level) and will help volunteers and parents, through training and information, understand the objectives of the Girl Scout program. Understanding the outcomes will also help in the recruitment of girls and volunteers.

For convenience, the tables have been organized in two easy-to-use formats: the first set of tables “unpacks” each outcome across the six Girl Scout levels and the second set of tables shows all the outcomes by each specific Girl Scout level. The first set of tables is useful for showing progression across levels. The second set of tables will be useful to anyone working with a specific level.

The outcomes in *Transforming Leadership* apply to the new journeys as well as to existing Girl Scout program materials. The development of new program in Girl Scouting will incorporate outcomes.

Q: What is the difference between outcomes and indicators/signs?

A: Outcomes describe general benefits (behavior, skills, knowledge, attitudes, values, condition, status, or other attributes) for participants as a result of involvement in the Girl Scout program. Outcomes are the *intended benefits* girls should reap as a result of Girl Scouting. Indicators/signs are specific observable characteristics or changes that represent achievement of a specific outcome at each grade level. Page 17 of *Transforming Leadership* displays a guide to reading the tables. If you look at one of the reference tables, you will note the differences between outcomes—general descriptions of the intended benefits—and indicator/signs—what a girl would be doing, saying, or feeling if she had achieved the intended outcome that came as a result of her involvement in the Girl Scout program. Please note that indicators/signs in these tables are examples and girls may or may not exhibit these exact signs. You will be able to envision other indicators/signs that would capture the meaning of each outcome as you work with girls. The Girl Scout Research Institute is eager

to hear from you, so please provide feedback and suggestions to gsresearch@girlscouts.org.

The Girl Scout Research Institute (GSRI), in partnership with Girl Scout councils, is currently developing measurement tools using *Transforming Leadership* as a guide.

Q: Can we just take indicators from the reference tables and use them as measures of the outcomes?

A: The signs of outcome achievement are *not* ready-to-use measurement tools, although they will inform our efforts in developing measurement tools (survey and interview questions, focus group discussion guides, observation checklists, etc.). Now that we have begun to chart the benefits of the Girl Scout Leadership Experience and orient volunteers and staff to those benefits, the next step is to develop these types of measurement tools.

The GSRI is piloting these instruments in collaboration with selected Girl Scout councils and an external research firm.

Q: My council wants to bring its program offerings in line with the New Girl Scout Leadership Experience. Does that mean each of our program activities should achieve all 15 outcomes?

A: No single program activity is expected to target all 15 outcomes defined in the Girl Scout Leadership Experience. As the Girl Scout community begins to adjust all opportunities for girls and uses national resources intentionally designed to align with the Girl Scout Leadership Experience, girls will reap the benefits described in *Transforming Leadership*. Achieving the mission -- Girl Scouting builds girls of courage, confidence, and character to make the world a better place -- is a long-term process.

Keep in mind that the Girl Scout Leadership Experience has three keys to leadership: Discover, Connect, and Take Action. So over the course of an activity or experience it is important to incorporate outcomes at least one of the three leadership keys to be consistent with the new approach. All experiences girls have need to incorporate the three Girl Scout processes: girl led, learning by doing, and cooperative learning.

Q: What are the next steps in terms of outcomes and measurement?

A: The Girl Scout Research Institute is currently focusing on:

- Developing and piloting measurement tools that will capture the impact of the Girl Scout Leadership Experience on girls. Initial measures will be shared by Fall 2008.
- Supporting councils' use of *Transforming Leadership* in day-to-day activities. By fall 2008, online tools will be available that give users an introduction to *Transforming Leadership* and outcomes measurement and help them to draw connections between leadership outcomes and program activities.

Q: How can councils communicate the success they are having in using *Transforming Leadership*?

A: Councils can keep in touch with the Girl Scout Research Institute (GSRI) by e-mail: gsresearch@girlscouts.org. They should also check the GSRI web site, www.girlscouts.org/research, as well as the Online Council Network (OCN) periodically for new developments. Those who visit the GSRI web page can also subscribe to the GSRI e-newsletter, which will be delivered to you by e-mail periodically.

Volunteer Training

Q: What kind of support can councils offer volunteers with regard to the Girl Scout Leadership Experience?

A: GSUSA is developing nationally consistent learning components to support volunteers working directly with girls. Components include:

- Volunteer Orientation e-Learning module (released Spring 2008)
- Leadership Essentials live module (introduced Spring 2008)
Leadership Essentials Online module (slated Spring 2009)
- Troop (and other Pathways) packets (slated Spring 2009)

These three components, in conjunction with the *Guide for Adult Volunteers* which accompanies the girls' journey book, will provide volunteers with all they need to know to successfully work with girls. These components will replace the current New Leader Orientation, Leader Basics, and Age Level training. Troop (and other Pathways) packets will contain revised guidelines for operational and financial procedures as well as templates for council customization.

Q: Is GSUSA expecting councils to implement the Leadership Essentials course immediately, replacing our Age Level courses?

A: The "Leadership Essentials" course was introduced at the 2008 Spring Conferences. Some councils may be ready to utilize the Leadership Essentials course for volunteers in fall 2008. GSUSA anticipates other councils will use the upcoming membership year as a time to transition from their present Basic Leadership and Age Level modules, as well as pilot and plan for implementation of Leadership Essentials by 2009 as recommended by GSUSA.

Q: Will all volunteers have to take training again?

A: The Girl Scout Leadership Experience is exciting and new, and GSUSA wants to ensure that all girls have the opportunity to benefit. GSUSA encourages councils to ensure all volunteers working directly with girls complete the Leadership Essentials course and have a thorough understanding of the Girl Scout Leadership Experience. It is recommended that a separate learning session be offered for returning volunteers. It might even be titled Leadership Essentials for current leaders/volunteers or some other title that acknowledges their experience.

Q: Will there still be a role for trainers in a council?

A: Yes. Current trainers may fulfill multiple roles. Focus is shifting from "training" to a much broader focus on "adult learning." In councils today many trainers are facilitating content. In moving to a Learning Support Team, roles may include Adult Learning Facilitator, Coach, and others. Adult Learning Facilitators may facilitate content face to face or online. The coaching position is being piloted for the 2008 membership year for implementation in 2009. It is anticipated that this position will focus on leadership development and provide ongoing support, particularly to new volunteers.

Councils have been offered the opportunity to attend the course "Facilitating Adult Learning" being piloted in summer 2008 for roll out nationwide in spring 2009. A guide to Facilitating

Adult Learning will be developed and distributed simultaneously. The course is intended for key staff and volunteers, within a council, who have volunteer development responsibilities. After completing the course, these staff and volunteers will be able to prepare those in all adult facilitation roles at the council. The guide will be given to all adults supporting Adult Learning and will include the basics about adult learners and how to facilitate that learning for adults.

Q: Can current trainers deliver the new Leadership Essentials course without attending Facilitating Adult Learning?

A: Yes. Trainers who completed the Instructor of Training Course would have participated in sessions on adult learning; therefore, they should be able to successfully deliver the new course.

Q: What is happening with adult recognition?

A: The adult recognition book is under revision.