

A PUBLICATION FOR COMMISSIONERS AND PROFESSIONALS

THE COMMISSIONER

**"TO IMPROVE THE QUALITY OF PROGRAM
IN EVERY UNIT IN AMERICA!"**

www.scouting.org/commissioners

The role of the unit commissioner is to help every unit be successful. Unit success is defined by the unit achieving Journey to Excellence status and demonstrating an improvement in the retention of its members.

Journey to Excellence Commissioner Feedback and Best Practices



At the National Annual Meeting in May 2011, the National Commissioner Service Task Force collected commissioner feedback and best practices from the field in several breakout sessions that focused on ways commissioners can positively impact our districts and councils using Journey to Excellence.

2011 JTE DISTRICT ITEM NO. 6: UNIT VISITS ARE BEING MADE AND ARE ENTERED INTO THE UNIT VISIT TRACKING SYSTEM

- Create contests among commissioners. The commissioner with the highest number of unit visits wins a prize (e.g., a coffee mug). Develop suspense within the competition by passing out reports at meetings to show how close commissioners are to the target.
- Report to all districts the rankings for visits each month and award the best district ratio for visits per year. This will create competition among districts.
- The council commissioner visits roundtables and meets with unit leaders to discuss the health of unit programs. Enter these visits into UVTS.
- Email dashboard for overview and status of commissioner service.
- Provide commissioners with expectations and action items.
- Emphasize tying UVTS to the mid-year health assessment and service knot.
- Require each council to provide a mechanism for reporting, solving, and then sharing UVTS solutions with the rest of the commissioners.
- Reward unit commissioners with personalized business cards when six unit visits are made to one unit.
- Encourage the council commissioner to focus on UVTS numbers. As a result, district commissioners will focus on them as well.
- Have council commissioners develop a policy of "nothing counts unless it's in UVTS." Create a district award for the best UVTS utilization.
- Delegate UVTS 2.0 to an assistant council commissioner and an assistant district commissioner. Both should be trained and can enter visits for individuals without technical expertise.
- Assign "coaches" to unit commissioners who either have difficulty with computer applications or are reluctant to use UVTS. Coaches are usually administrative commissioners (either ADCs or ACCs).
- Work together to ensure visits are tracked. Have commissioners who use UVTS partner with those who do not for one-on-one training support. The commissioner who visits the unit should use his or her membership ID to get credit for visits in UVTS when they go on Scouting.org. Assistant district commissioners should enter the information for those without access. District executives provide training at district commissioner meetings.
- Have a commissioner meeting in a room with a computer and Internet connection for UVTS training, entering visits, and problem solving.
- Provide MyScouting classes and annual UVTS training at College of Commissioner Science.

- Have program assistants multiple as unit commissioners and enter UVTS reports after visits. This practice not only increases visitations but also educates program assistants on ways to identify and address issues.
- Create an interactive training for UVTS at basic training, commissioner college, and commissioner meetings.
- Speed up registration. Prioritize registrations. Unit commissioners should be entered before merit badge counselors.

2011 JTE COUNCIL ITEM NO. 12: MAINTAIN OR IMPROVE THE RATIO OF YOUTH-SERVING EXECUTIVES TO TOTAL AVAILABLE YOUTH



- Ensure that your council exchanges best methods across district boundaries. Effective communication between volunteers and professionals will always be a hallmark of a successful district or division.
- Seek to understand the performance measurements that affect the success and development of your youth-serving executive. Consider assigning a special assistant district commissioner to support the YSE, someone who can effectively become a troubleshooter for unit service.
- Keep in mind that an effective commissioner corps should take the pressure of the rechartering process off of the YSE. Encourage commissioners to double-check recharterers for defects before submitting them to the YSE/registrar. Determine the effectiveness of your council in fostering the efficient rechartering of units. Consider holding a rechartering clinic to better train your commissioners on the process.
- Provide great support to your units by following the unit service plan, recording visits in UVTS, and getting the necessary support and assistance to ensure that a quality program is being delivered in your units. If not, raise an early and frequent "help flag" to your YSE and district leadership. Commissioners need to contact the help desk for UVTS 2.0 questions, not the YSE.
- Recognize that the YSE cannot do it all. Are there other volunteer resources available at the district or council that can help solve your unit's needs? Avoid having volunteers/commissioners pass on their duties to the YSE. If you see this happening, help the YSE identify and empower the right volunteer resources.

- Help your district commissioner, district chairman, and district executive design and execute a plan to recruit more unit commissioners and district volunteers. Make sure all volunteers are appropriately registered with the National Council and coded for their positions.
- Determine if your district committee is sufficiently strong and effective. Consider re-evaluating the district's size and your service delivery process every five to seven years. Is your district commissioner a functioning member of the district Key 3? Has the district Key 3 been trained to operate as a team, either at the Philmont Training Center or otherwise?
- Identify effective communication shortcuts. Use "placemats" that explain the role of the commissioner in support of unit service.
- Support the unit Key 3 concept, where the unit commissioner serves as a trusted adviser to the unit leader, unit committee chair, and chartered organization representative. Meet regularly.
- Be sure that YSEs have a special place and time at every roundtable. Support their efforts to build a relationship with unit leadership and share information and activities with the leaders.
- Consider the use of a membership committee, which might consist of the vice president of council membership, district membership chairs, district and council commissioners, and district executives.
- Perhaps the best idea collected at the National Annual Meeting was also the most simple: Approach your YSE, say "thank you," and ask how we can help make him or her successful.

2011 JTE COUNCIL ITEM NO. 13: INCREASE THE NUMBER OF REGISTERED UNIT COMMISSIONERS OVER THE PREVIOUS YEAR

- Recruit constantly.
- Use a monthly recruitment process to fill unit commissioner vacancies.
- Focus on second-year Webelos leaders between January and March.
- Recruit at large Scouting gatherings, including summer camps (e.g., staff), council events, Scout Sundays, or Eagle Scout courts of honor (e.g., former Scouts or parents in attendance).
- Recruit dads with daughters, as well.
- Recruit from other service groups (Alpha Phi Omega, Lions Clubs, etc.).
- Recruit from the Order of the Arrow (21 years old).
- Utilize alumni connections.
- Recruit merit badge counselors.
- Review unit rosters. Identify a "dropped list" of parents and leaders without current Scouting positions whose boys have moved on. In addition, consider dropped unit lists.
- Recruit from the military.
- Keep in mind that chartered partners often have former Scout members or Webelos leaders or parents who don't bridge with their sons.
- Keep in mind that large units sometimes have parents who are not involved in the unit.
- Everyone should recruit.



2011 JTE COUNCIL ITEM NO. 14: IMPROVE THE RATE OF VISITATIONS TO UNITS BY COMMISSIONERS

- Challenge each commissioner to bring in a new recruit each year.
 - Engage the district nominating committee to assist in recruiting.
 - Appoint an assistant council commissioner or assistant district commissioner whose responsibility is recruiting.
 - Train ADCs on how to recruit unit commissioners to serve on their team.
 - Identify commissioner candidates in training who are under 21. Assigned to a unit commissioner for on-the-job training and registered on district committee until old enough to be registered as a commissioner.
 - Include a prerequisite step on leaders who have dropped from charters. Call leaders who have worked with them. Get the right people on the bus—and in the right seat.
 - Use a Friendstorming campaign.
 - Get out and about. Visit council events and camps, and visit large units and speak with camp assistants about unit service.
 - Utilize the National Eagle Scout Association list and add other Eagle Scouts to your prospect list. Invite them to breakfast.
 - If a mentor is present at a Wood Badge course, the position on his or her nametag should read Unit Commissioner.
 - Develop and distribute a tri-fold brochure with information about commissioner service.
 - Conduct a reception for den leaders and talk about commissioner service. Do the same for troop leadership.
- There are several key components for recruiting commissioners. The first is providing good commissioner service to units. It is also important to improve the awareness of commissioner service. So many Scouters and others interested in what we do have no idea of the critical role commissioners play. Doing a good job and being visible go a long way toward making recruiting easier. Then all you have to do is ask.
- Promote the Commissioner Award of Excellence in Unit Service.
 - Personally meet with the council registrar and check each commissioner registration code and status, especially check for those who cannot access UVTS.
 - If unit commissioners cannot meet expectations for visits, have them partner with other unit commissioners and assistant district commissioners who can assist with the number of unit visits.
 - Each month, set goals and hold commissioners accountable. Inform them that you are tracking the number of visits as part of their performance.
 - Send a monthly email to commissioners with monthly talking points. Visit more often than just at unit meetings. District commissioners and assistant district commissioners should follow up with monthly phone calls. Give positive recognition for those who do. Review the visit notes for trends.
 - Delay recognition and awards unless units are visited and entered in UVTS.
 - Start an inventory of units visited and not visited every month by district commissioners and hold them responsible for the overall performance of the district.
 - Have the district commissioner contact unit commissioners who are not entering units to determine that visits are occurring.
 - Hold unit commissioners responsible for their units to log visits in UVTS
 - Council commissioners should create a level of competition among districts for UVTS usage.
 - Have a contest for the number of visits logged. A “top gun” contest at the annual barbeque recognizes top commissioners for visits logged into UVTS. Insert accountability into the rewards process.
 - Council commissioners should have direct communication with all commissioners about their expectations and/or the expectations of unit leaders.
 - Have a unit commissioner who is effective at unit visitations share his or her methods at meetings.
 - Set up a mentoring process for new unit commissioners and assign an experienced unit commissioner or assistant district commissioner to go with them on two unit visits. Then document the visits in UVTS.
 - Have district commissioners or assistant district commissioners contact the unit leaders to introduce their assigned commissioners and the roles they will play in supporting the unit.

“If you make listening and observing
your occupation you will gain much
more than you can by talk.”

—Baden-Powell

National Commissioner Minute



Tico Perez
National Commissioner



My fellow commissioners,

Journey to Excellence: The 2012 Journey to Excellence performance recognition requirements are now available with an online dashboard

to monitor progress. The criteria continue to focus on our mission of supporting our new and existing units with (1) recruitment of unit commissioners and (2) the use of the Unit Visit Tracking system, (3) chartered organization visits, and (4) Voice of the Scout.

Recruiting new unit commissioners: To fill the increasing number of new units that will be organized in 2012, we will need district and assistant commissioners to work closely with their district executives by recruiting new unit commissioners on a regular basis—at least once a week. These new unit commissioners will need to be trained, use UVTS, and work toward achieving their Arrowhead Honor Award and the new Commissioner Service Award of Excellence knot.

UVTS moving forward: We now have close to 100 percent of councils using UVTS. Congratulations! Our next focus is to have 100 percent of all districts using the system, which is a performance

requirement in JTE. To accomplish this goal, we are calling on all commissioners who are not already using UVTS to begin using the system. Commissioners already using the system should continue adding unit visits by either entering visits directly or submitting written reports to their administrative commissioners. Remember, what we measure we can achieve!

New-unit retention focus: The national BSA Community Alliance Team, part of the Membership Impact Department, worked with the New-Unit Retention Task Force and the National Commissioner Task Force (Ellie Morrison), to develop the *New-Unit Retention Guide*, which focuses on the role of the commissioner in serving new units and introduces important retention practices. For example, the district commissioner now first signs off on all new unit applications, and then a unit commissioner is assigned to each unit before it is organized. He or she must serve three full years. These new practices are intended to help retain more units and eliminate dropped units so that family members and prospective youth will benefit from the long-term values of Scouting.

Reaching underserved markets: This month's issue of *The Commissioner* has resources our professionals and volunteer commissioners can use together to promote and support youth who are currently not being served in Scouting. This market of underserved families is a vast untapped resource that can truly benefit from all of our Scouting programs. (See pages 8 and 9.)

Training for council commissioners: We are excited to hear that a council commissioner course will be offered for the first time at the Florida National High Adventure Sea Base in January (see page 14 for more information). We hope some of you can make it!

Thank you all for what you do for Scouting. You are our volunteer core and Scouting's future.

All Scouting Is Local



Scott Sorrels
*National Commissioner
Service Chairman*



All Scouting is local. The impact we desire to have on the lives of the nation's youth largely happens because of the local unit, and the local unit remains the most important element of our program delivery system. Everything we do should be

focused on two things: providing quality programs to retain our youth members and providing stronger support for our unit-level volunteers.

Our primary mission as commissioners is to retain more units. At the National Annual Meeting, the National Commissioner Service Task Force led discussions for all of the commissioners in attendance about how the commissioner corps can better support the commissioner elements of the JTE standards that relate to unit service. Hundreds of volunteers provided feedback and best methods as to how the commissioner corps can better support our JTE standards. We are confident that your council can identify a few good ideas from other council volunteers that will enhance your effectiveness in the service of youth.

A number of the ideas we have started to implement nationally were first developed, tested, and implemented by local councils. Examples include the pilot concept of assigning a specially trained and 100 percent dedicated unit commissioner on a one-to-one basis for new units. The success of the unit and its commissioner support are measured by whether the unit has successfully fulfilled its second rechartering cycle. Our studies indicate that the new unit that achieves two successful rechartering cycles has a better chance of long-term success.

Similarly, the *New-Unit Retention Guide*, available on Scouting.org/membership, compiles the best practices of councils around the country about how to organize new units and is a trendsetter in today's Scouting. As with the one-to-one new-unit commissioner concept, the ideas for the handbook were drawn from successful projects across the U.S. If you organize the unit correctly the first time, support it with trained volunteers, recruit a committed chartered organization supported by a functioning unit committee, and recruit at least 10 youth (the number needed for most units to be successful), we greatly increase our odds of organizing units that will have staying power and require fewer demands on our professional and volunteer resources in terms of maintenance. No unit before its time.

The *New-Unit Retention Guide* features the unit Key 3—the unit leader, the committee chair, and the chartered organization representative—all supported by a trained quality unit commissioner and meet monthly to plan the program elements of the unit. The role of the unit commissioner is to support, not replace, the unit Key 3. When we deliver on our promise to provide a quality program to more youth, we fulfill our mission. All Scouting is local.

Boys' Life and Retention



Ellie Morrison

*National Commissioner
Service Recruitment and
Retention Chair*



Why would a commissioner buy a subscription to *Boys' Life*? Well, one reason is because it supports BSA programs. Another good reason is that, frankly, it is a good magazine—so good that it has been recognized repeatedly. *Boys' Life* keeps a boy's interest in the program longer, which equals retention.

Boys' Life has been around so long that it is easy to overlook the magazine and the role it plays in Scouting. Key components of BSA programs include grabbing the attention of the youth, teaching and practicing skills, and inspiring them to live the Scout Oath and Scout Law. *Boys' Life* does all those things when commissioners promote it to their units.

Boys' Life was founded in 1911 by George S. Barton of Somerville, Mass. Contributors have included a who's who of American literary and artistic history. Notable writers have included Isaac Asimov, Ray Bradbury, and Alex Haley. Contributing artists have included Ansel Adams, Salvador Dali and, of course, Norman Rockwell. The BSA purchased the magazine from Barton in 1912.

Statistics tell us that boys, generally, are poorer readers than girls. There are lots of reasons for that, but one of them is practice. Practice, pure and simple.

Boys are just not as likely as girls to pick up a book and read. And, again, there are many reasons for that, including a lack of interest in the subject matter and the length of the material.

Boys' Life is filled with short articles about high adventure and boys activities in other parts of the country—things a Scout and his buddies could do, too, if only they knew about them. *Boys' Life* opens a window for a Scout into the world of his own age. It turns "someday" into "how about tomorrow."

And while he is transported into what "could be," he unknowingly is practicing his reading skills—the key to becoming a good reader.

So, why would a commissioner not buy a subscription to *Boys' Life*?

(See *Boys' Life* Commissioner Award on page 7.)

From the Son to the Fun and the Kid to the Kith

By David Weyrick

A couple of years ago, I wanted to know why Scouters stayed in our program and why they left. I created a survey and received responses from about 350 Boy Scout leaders who attended my council's summer camp over a seven-week period.

I found that the majority of Boy Scout leaders with less than 10 years of experience stayed in because they wanted to be with their sons. In addition to the desire of wanting to help all the boys in general, their primary reason for volunteering was spending time with their own children.

But two of the findings caught my attention when it came to retaining Scouters into their second decade of service. Those with more than 10 years of experience remained because the priority for them was the fun they were having. I discovered a priority shift, which I call "from the son to the fun."

You know this scenario. A boy becomes a Tiger, and Mom or Dad latches on as a volunteer and moves with him into Cub Scouts. Mom or Dad becomes a den leader and then a Webelos leader and crosses over with the boy into a troop as a committee member or assistant Scoutmaster. The parent goes to summer camp and participates in high-adventure activities with the troop. Parent and son share great memories. The son earns his Eagle Scout badge and perhaps moves into Venturing.

Eventually, the son "ages out" and is off to college or working and can no longer be a part of the troop. For 10 years, parent and son have been together, have a scrapbook full of pictures, and now the young man's uniform hangs in the closet. If the son leaves, the leader can easily leave the program because, as one Scouter put it, "Who wants to drive to a meeting alone?"

A priority shift needs to happen. For leaders to remain leaders after 10 years, I discovered they must consciously make that move "from the son to the fun." Not to say that the leader wasn't having fun in the

first 10 years, but take the boy out of the equation and fun needs to surface. But does it? A leader succession plan needs to be in place.

Susan J. Ellis of energizeinc.com published "The Top 10 Reasons Why Volunteers Leave." Not surprisingly, the number one reason volunteers check out (drumroll, please): "It stopped being fun." If only more units, districts, and councils knew this, our adult retention rates would improve. It is the presence—or absence—of fun that keeps leaders in or takes them out, especially after about 10 years of service.

A second priority shift to retain leaders once they no longer have a boy in the program, is the move that I call "from the kid to the kith." *Kith* is an older word that refers to friends and fellowship.

Leaders whose sons are no longer Scouts not only relish in having fun, but also enjoy being with other leaders who have become close friends. They have created memories and a bond of fellowship that make it worth staying in the program.

So how can commissioners help units have fun and fellowship? They need to be watchdogs for unhealthy conflict because that is "anti-fun."

Conflict is inevitable in life. Yet, there is healthy conflict. When committee members disagree about something like popcorn sales or where to hold the blue and gold banquet, a healthy discussion can occur and the group can make a decision with some give and take.

Commissioners need to be aware of any unhealthy conflict in units and work to resolve it as soon as possible. After all, Scouters who are having fun and enjoying fellowship with other leaders in their dedication to helping the youth of today don't mind at all.

David Weyrick is the vice president of Membership for Central Region, Area 4.

High-Performing Units

High-Performing Teams

Performance Process

Measures of Success

Organizing Committee

District Commissioner
District Membership Chair
District Executive

Know Your Market

- ☐ Council Market Analysis Report
- ☐ Membership Reports
- ☐ Identify Chartered Organizations (Step 1)
- ☐ Family of Scouting
- ☐ New-Unit Commissioners
- ☐ Vision Statements

Gold Standard

Market Share
14%

Unit Support Team

New-Unit Commissioner
New-Unit Organizer
Influential Scouter
District Training
District Executive

Build Your Team

- ☐ Know Our Partners (Step 2)
- ☐ Structured Sales Calls (Step 3)
- ☐ Chartered Organization Relationships (Step 4)
- ☐ The Organizing Committee (Step 5)
- ☐ Selecting Quality Leaders (Step 6)
- ☐ Training Unit Leadership (Step 7)
- ☐ Unit Program Planning (Step 8)
- ☐ Journey to Excellence
- ☐ Recognitions

Gold Standard

Commissioner Ratio
1:3

Chartered Organization

Institution Head
Chartered Organization
Representative
"Make the Call" Is a Chartered
Organization Resource.

Make the Call

- ☐ Building Blocks of Scouting
- ☐ Program Benefits
- ☐ Chartered Organization Relationships
- ☐ Chartered Organization Checklist
- ☐ Chartered Organization Representatives
- ☐ Tools of the Trade:
 - Online—Forms, Training, and Events
 - Unit Development and Youth Recruitment
 - Program—Ready to Use
 - Religious Emblems and Cultural Markets
 - Webelos to Scout

Gold Standard

Trained Leaders
40%

Unit Leaders

Unit Committee Chair*
Unit Leader*
Chartered Organization
Representative*
Unit Commissioner
Unit Committee
(Unit Key 3)*

High-Performing Units

- ☐ Recruiting Youth Members (Step 9)
- ☐ Unit Reporting Tools (Step 10)
- ☐ Successful Unit Meetings (Step 11)
- ☐ Charter Presentations (Step 12)
- ☐ Journey to Excellence
- ☐ UVTS 2.0
- ☐ Commissioner Annual Service Plans
- ☐ Unit Key 3 Begins Meeting.
- ☐ First Recharter
- ☐ Second Recharter
- ☐ Charter Presentation
- ☐ Unit/NUC Relationship Assessment

Gold Standard

Membership Growth
3%

Retention Rate
75%

Unit Visits Per Year
6

*These items originate from the 12-Step New-Unit Process with commissioner focus and new process terms.



BOYS' LIFE COMMISSIONER AWARD (2011)

To recognize and thank commissioners who effectively promote the good reading and good Scouting of **BOYS' LIFE**.

QUALIFICATION

- **Unit Commissioners:** Serve at least two (2) **100% BOYS' LIFE UNITS**.
- **Roundtable Commissioners:** Present and/or assist in presenting at least five (5) **BOYS' LIFE** roundtable promotion features during 2011.
- **Administrative Commissioners:** Have 50 percent or more of the total of packs, troops, and teams in the area of service be **100% BOYS' LIFE UNITS**, and/or experience a 10 percent growth in **100% BOYS' LIFE UNITS**.

THE AWARD Fully-embroidered three-inch patch enclosed in an attractive presentation folder. The two stars on the patch represent **Good Reading** and **Quality Scouting**.

BEST METHOD TO PROMOTE 100% BOYS' LIFE UNITS Encourage all units to adopt the **Unit Budget Plan**, No. 524-426. "Be sure that the annual budget plan for each of your packs, troops and teams includes the cost of **BOYS' LIFE** for **EVERY SCOUT FAMILY**." --- *Commissioner Fieldbook for Unit Service*, January 2010.

ACTION

1. **DELIVER** the **BOYS' LIFE COMMISSIONER AWARD (2011)** announcement and application to all commissioners.
2. **SUBMIT** the **BOYS' LIFE COMMISSIONER AWARD (2011)** application by January 31, 2012.
3. **PRESENT** the **BOYS' LIFE COMMISSIONER AWARDS (2011)** enthusiastically in front of the recipients' peers and colleagues.

A unit **QUALIFIES** as a **100% BOYS' LIFE UNIT** when a subscription to **BOYS' LIFE** goes into the home of every youth member of the unit.

Electronic files are available online at: www.scouting.org/magazines

MEMBERSHIP IMPACT | 2011-2012 Resources



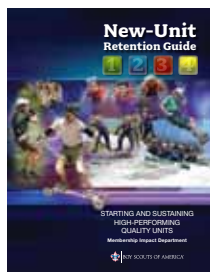
Membership Impact Web Resources



Go to www.scouting.org/membership, or scan this QR code with your smartphone, for comprehensive information on new units, chartered organizations, commissioners, recruiting, and recognition.



For resources in Spanish, go to www.scouting.org/recursos or scan this QR code with your smartphone.



New-Unit Retention Guide

A guide to creating and sustaining high-performing units, this book provides extensive new-unit resources covering the following topics: Know Your Market, Build Your Team, Make the Call, and High-Performing Units. Available in English, Spanish, and English/Spanish editions.



English
No. 522-025

Go to <http://bit.ly/qAdMnW> or scan this QR code with your smartphone.



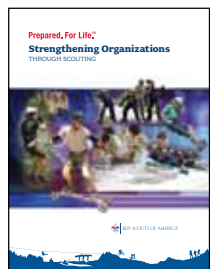
Spanish
No. 522-027

NEW! Go to <http://bit.ly/otHBLr> or scan this QR code with your smartphone.



English/Spanish
No. 522-026

NEW! Go to <http://bit.ly/nPmgdr> or scan this QR code with your smartphone.



Strengthening Organizations Through Scouting

This new-unit sales presentation booklet focuses on BSA information that potential sponsoring organizations need to know. Topics include the building blocks of Scouting, chartered organization relationships, program benefits, and selecting quality volunteers. Now available at the National Distribution Center. Available in English and English/Spanish editions.



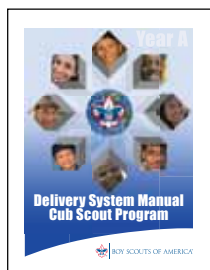
English
No. 522-023

Go to <http://bit.ly/q7OQTa> or scan this QR code with your smartphone.



English/Spanish
No. 522-024

NEW! Go to <http://bit.ly/opdX3c> or scan this QR code with your smartphone.



Delivery System Manual Cub Scout Program: Year A

Deliver the promise. This manual consists of the traditional Cub Scout program and can be delivered by paraprofessionals or volunteers. This easy-to-use, 36-week guide is suited for mixed-age groups and guarantees rank advancement. Available in English and Spanish editions. You can also call the Membership Impact Department at 972-580-2119.



English
No. 523-006

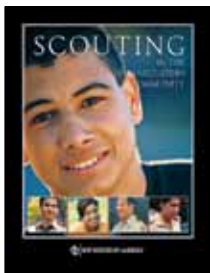
Go to <http://bit.ly/ri0cu8> or scan this QR code with your smartphone.



Spanish
No. 521-058

NEW! Go to <http://bit.ly/rIVXx2> or scan this QR code with your smartphone.





Scouting in the Hispanic/Latino Community

This booklet provides unit-serving executives and Scouters with helpful approaches for successfully marketing Scouting to Hispanic Americans, including successful how-to strategies for recruiting Hispanic American volunteers at both the council and unit levels, and gives readers a good understanding of cultural traits shared by most Hispanic Americans. Go to <http://bit.ly/r1dTJ7> or scan this QR code with your smartphone.



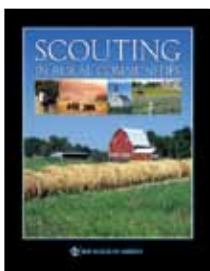
Scouting in the Hispanic/
Latino Community
No. 523-012



Best Methods for
Multicultural Growth
No. 523-035

Best Methods for Multicultural Growth

This collection of best methods from successful programs across the BSA will help you in your efforts to fulfill your council's mission to serve more youth. This booklet highlights ideas about building and sustaining units as well as recruiting additional youth and adult membership. Go to <http://bit.ly/o0DYXH> or scan this QR code with your smartphone.



Scouting in Rural Communities

Rural communities are important markets for Scouting. They present different challenges than urban and suburban communities do, and some of them may require extra effort for good results. This booklet shows techniques and best practices for making Scouting come alive for young people, adults, and community organizations in rural districts. Go to <http://bit.ly/qy8TLI> or scan this QR code with your smartphone.



Scouting in
Rural Communities
No. 523-235



Membership Campaign
Council Guide
No. 524-001

Membership Campaign Council Guide

This guide was created to help support local councils and volunteers in the planning and recruiting of volunteers in the areas of membership. *The Membership Campaign Council Guide* features strategies for successful fall recruitment campaigns, Webelos-to-Scout transition plans, School Night for Scouting organization, and recommendations for marketing to local communities by engaging district and unit volunteers. Go to <http://bit.ly/n3xwi7> or scan this QR code with your smartphone.



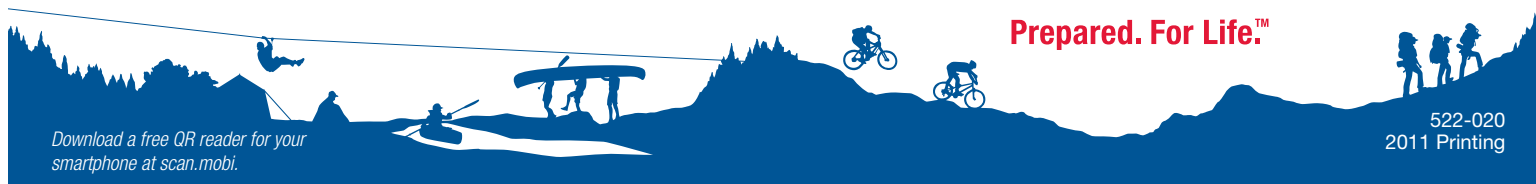
BeAScout.org

The BSA is putting Scouting on the map. This is a recruiting website with information on Scouting, plus a Google Maps application that will help potential Scouts and their parents find a unit and program that fits their needs.



For English, go to www.beascout.org or scan this QR code with your smartphone.

For Spanish, go to www.beascout.org/bienvenidos or scan this QR code with your smartphone.



Prepared. For Life.™

Download a free QR reader for your
smartphone at scan.mobi.

522-020
2011 Printing

Resources Update



Darlene Sprague

*National Commissioner Service
Resources Chair*



WEBSITE UPDATES

We are in the process of updating *The Commissioner* website, with all of the pages reflecting changes at the BSA. Although the most noticeable difference is the inclusion of new patches for commissioner positions, we have also reorganized a few sections and added new resources.

The Publications section (formerly Manuals and Resources) now includes all publications relevant to commissioner service. The Unit Visit Tracking System page has been updated with all of the changes and features from version 2.0.

We will be adding the best practices for commissioners in using UVTS. The Training page will be updated to include the progression of training needed by successful commissioners—no matter their roles—along with suggested resources. We will see changes in the Retention and Recruiting page with the addition of some best practices for recruiting and ideas for helping units with retention.

The *Boys' Life* page will be updated to provide information on the *Boys' Life* recognition for commissioners. Also, check out the products available to commissioners from the Supply Group.

Do you have a suggestion for information you would like to see on *The Commissioner* website? Send suggestions to Darlene Sprague at darsprague@roadrunner.com.



MANUAL UPDATES

A review of all of the commissioner manuals has started. The *Commissioner Fieldbook for Unit Service*, No. 33621, has been reviewed and changes are undergoing revision. We expect the new fieldbook to be in print by the May 2012 National Annual Meeting. Review of the *Administration of Commissioner Service*, No. 34501, will follow with a revision.

The most notable and significant changes in the administration manuals will be in the Commissioner Training Syllabus information. All manuals will be updated to reflect the UVTS and include references to the *New-Unit Retention Guide*, No. 522-025, which discusses ways to start and sustain high-performing quality units and new awards and recognitions for commissioners. Once the roundtable study group completes its work, the roundtable manuals will undergo changes. And look for a new and consistent look to the covers of our manuals.

If you would like to be a part of a task force for reviewing commissioner manuals, please contact Darlene Sprague at darsprague@roadrunner.com.

Unit Service Questions

Q. The new microfiber field shirt does not have an electronics pocket on the sleeve. Does the order of the three patches (commissioner, Trained, and arrowhead) continue to be the same as with the pocket, or do we go back to the older placement order with the arrowhead and Trained patch below the commissioner patch?

A: We recommend using the old placement scheme without the sleeve pocket. (See the *Insignia Guide*, No. 33066.)

Q. Would you point me to information about the Scouters' Reserve position?

According to the national registrar, Scouters' Reserve positions are still used and available.

Scouters' Reserve—Position Code 91 (for military- or work-related situations where volunteers are not able to meet but wish to remain registered)

College Reserve—Position Code 92 (for college students who are not able to meet but wish to remain registered)

Scouters' Alumni Reserve—Position Code 95 (for volunteers who like to remain registered but are not active)

Do you have you a question for Darlene? Contact her at darsprague@roadrunner.com.

National Commissioner Roundtable Study Project



Daniel B. Maxfield
*National Commissioner
Service Roundtable Chair*



The Roundtable Study Project is up and running!

First, we organized a great team of Scouters to assist in this important task.

Next, we will begin collecting information from around the country through a survey that is in the process of being distributed. In May 2011, when we announced the Roundtable Study Project, roundtable commissioners responded immediately indicating their interest in being involved. Selected commissioners are now being encouraged to share the survey with their Scouting contacts.

Finally, we will continue to collect data and feedback from the field until Nov. 1, 2011.

If you wish to provide feedback, please contact any of these team members:

Western Region—Cheri Pepka (Washington), cheriscout@aol.com; or Richard Keisker (Utah), keisker@teamwifi.net

Central Region—Margaret Almquist (Wisconsin), margaret@almquist.name; or Linda Gray (Ohio), lgray@parker.com

Southern Region—Charles Johnson (Oklahoma), cjohnson313@cox.net; or Doug Ferguson (Tennessee), hdfergusonjr@msn.com; or Venturing specialist Martin Copeland (Alabama), martin@cpasmc.com

Northeast Region—Mary Ruth Lareau (New Jersey), maryruthlareau@aol.com; or Lou Saad (New York), scouterlou@gmail.com

Once we receive all the data and feedback we will analyze the information to determine trends and interesting themes. This process will take us into January and should result in some preliminary recommendations.

A BEST PRACTICES IDEA

Numerous roundtable commissioners shared with me that their participation increased when someone other than roundtable staff was included in the presentation process—that is, giving the opening, announcements, main presentation, giving the closing minute, or leading a song each month.

Send your best practices ideas to dmaxfil@yahoo.com so we can display them in future commissioner newsletters!



Take the SCOUTStrong PALA Challenge!

The SCOUTStrong Presidential Lifestyle Award Challenge will help you add activity to your life and reward you when you do.

This challenge is for everyone associated with the Boy Scouts of America including Scouts, Venturers, BSA parents, BSA volunteers, local council staff, National Council staff, board members, Friends of Scouting, and BSA alumni.

To earn the SCOUTStrong PALA Award, you are required to meet a daily activity goal of 30 minutes a day for adults and 60 minutes a day for kids for at least five days a week, for six out of eight weeks. Stick with the program and you'll earn an award in less than two months.

What are you waiting for? It's time to move it, track it, and earn it! You can enroll and track your progress online at Scouting.org/SCOUTStrongPALA.

Training Updates



Tim Acree

*National Commissioner
Service Training Chair*



A number of programs are under way to implement updates and enhancements to commissioner training. The time has come to make changes to both basic training and the commissioner college curriculum.

This was an exceptional year at Philmont Training Center, and many changes are being planned for PTC in 2012. As an example of coming changes, Commissioner Week has been moved to Week 6 instead of Week 2, and Effective Roundtables is now part of the course offerings that week.

BASIC TRAINING

Basic training in its current form is supposed to be conducted in three two-hour sessions and is only available for the unit commissioner. Because basic training is not being taught as originally intended and roundtable commissioners and administrative commissioners do not have an equivalent offering, some changes were needed to enhance basic training.

The intent is to just provide the necessary information to make a unit commissioner effective and immediately available to start servicing units. Discussion, buzz groups, and role plays are being eliminated in the interest of efficiency. Information on UVTS and JTE will be added.

With these changes, commissioners should be able to complete basic training much sooner after they have been recruited.

Volunteers Dave Fornadel and Dick Kroll are writing a commissioner administration basic training course for new district commissioners and new assistant district commissioners. The course will cover the responsibilities of each position; methods for recruiting, rechartering, orienting and training commissioners; the annual service plan, and instructions for conducting monthly cabinet meetings.

In addition, a group to create roundtable basic training will be forming very soon.

COLLEGE OF COMMISSIONER SCIENCE UPDATE

The goal of the College of Commissioner Science update is to enhance commissioner colleges nationwide by better planning, improved administration and, most importantly, a more consistent level of instruction. Each degree curriculum will be reviewed to determine if courses should be added, deleted, updated, or revised. Each course will also be reviewed and possibly updated with a review of all aspects of the course, including course objectives, outlines, content, associated materials, teaching methods, and presentations.

More roundtable/forum courses may be added to the offerings as well as the possibility of creating a degree in roundtable science. Also, an advanced studies or continuing education curriculum should be added to bring back those commissioners who have completed their doctoral degrees.

Chapter 4 of Section III—Continuing Education of the Administration of Commissioner Service manual will be updated to contain more information about planning and conducting a college. The training outlines in Chapter 5 of Section III will be updated with the new course outlines.

A kickoff took place Aug. 4 with the formation of subcommittees for each degree and the manual update.

The chairs of the committees are:

- Bachelor's curriculum: Peter Matrow
- Master's curriculum: Jon Baake
- Doctoral curriculum: George Crowl
- Advanced studies curriculum: Terry Chapman
- Manual: Ron Hubbard

The completed courses and manual update recommendations will be presented at the National Annual Meeting in May 2012 for final approval by regional commissioners and the national commissioner support staff.

Once approved, the courses will be posted to the national website, and we will begin the process of updating the administration manual.

If you have been a college dean or on staff, or if you have a general interest in helping, send a Scouting resume and your area of interest to Tim Acree, national commissioner service training chair, at tim.acree@comcast.net. If you have any courses that your college uses for advanced studies, please forward them to Tim who will send them to the committee for review.

PHILMONT TRAINING CENTER

Philmont Training Center 2011

The survey results are in: Commissioner Week at Philmont was an outstanding success! For Week 2, June 12–18, commissioner courses and instructors were as follows:

- Council Commissioner: Larry Chase, Rich Politowicz, and Robert Swain
- How to Conduct a Commissioner College: Tim Acree and Randy Corgan
- Effective Leadership of Commissioner Service: Tom Armstrong and Ellie Morrison
- The Unit Commissioner: Supporting Unit Needs: Michael Murray and Gary Stedman

Each class received very high ratings and positive comments, including the following:

- "Excellent instructors."
- "It was a great experience."
- "Interesting class."
- "The training and the instructors were excellent."

Philmont Training Center 2012

In 2012, the Philmont Training Center will now feature regional Journey to Excellence weeks. Conferences during the Journey to Excellence weeks will be planned by the regions in an effort to support districts, councils, and areas. Scouters from all regions will be welcome to attend any of the weeks, but there might be a specific regional emphasis to some activities. Registration opened on Sept. 15th.

The goal for 2012 is to double the number of attendees in commissioner courses. If you have not been to Philmont Training Center recently, make this your year to go!

The conference schedule has been posted at www.philmontscoutranch.org/PTC/conferences2012.aspx. Commissioner Week is scheduled for Week 6, July 15–21. Please note this change. Commissioner Week has traditionally taken place on Week 2. This change will hopefully allow more commissioners to attend. The following courses will be offered:

- How to Conduct a Commissioner College
- Council Commissioner
- Administrative Commissioner
- The Unit Commissioner
- Effective Roundtables

Notice that the Effective Roundtables class will now be offered at the same time as the other commissioner courses. This is to allow roundtable commissioners to participate in Commissioner Week, and instructors will now be part of the commissioner staff.

Become a Philmont Ambassador

Philmont Training Center needs your help! We need more Scouters and family members to enjoy the benefits of attending a conference at our national volunteer training center.

The volunteer training committee has added a Philmont Training Center Ambassadors program to promote PTC this fall. However, anyone who understands the value of PTC can help.

So who would be best to assist with recruiting new attendees? Commissioners! Commissioners visit units and attend most district and council functions, and have the most direct contact with volunteers as a result.

Thus, volunteer training has asked the commissioner staff to assist with recruiting potential conference attendees for 2012.

You can be an ambassador simply by recommending someone for attendance. When a commissioner submits a name to his or her Scout executive, that Scouter will receive a personal invitation from the Chief Scout Executive to attend PTC in 2012. Although an invitation to attend PTC is not required for most conferences, we know that a personal invitation will be additional incentive to attend.

Submit names, addresses, and the title of the conference to your local Scout executive. Scout executives are working on invitation lists right now. You can also send suggestions to andrea.watson@scouting.org.

You can enhance the possibility of a Scouter's attendance by having a direct discussion with him or her about PTC and the benefits. Scouters indicate that the main reason for their attendance at PTC is "because someone I respect in my district suggested I go."

For the 2012 PTC schedule, conference descriptions, and more, visit www.philmonttrainingcenter.org.

LATE BREAKING NEWS!

A council commissioner course will be offered at Florida National High Adventure Sea Base the week of Jan. 16–21, 2012. (See page 14.)

2012 PHILMONT TRAINING COMMISSIONER COURSES

Week 3: June 24–30:

Southern Region Journey to Excellence

- Council Key 3
- District Key 3
- The Unit Commissioner
- The District Committee
- Membership Strategies and Best Practices
- Scouting in the Hispanic/Latino Community
- Local Council Fundraising Campaigns
- National Advanced Youth Leadership Experience (NAYLE)

Week 6: July 15–21:

Northeast Region Journey to Excellence

- How to Conduct a Commissioner College
- Council Commissioner
- Administrative Commissioner
- The Unit Commissioner
- Effective Roundtables
- District Key 3
- Fiscal Management
- Professional Development: Level 2 (by invitation only)

Week 7: July 22–28:

Central Region Journey to Excellence

- Council Key 3
- District Key 3
- Major Gifts Seminar
- Delivering Training to Unit Leaders
- Putting More Outing in Scouting
- The Unit Commissioner
- Effective Annual Unit Program Planning
- Area Operating Committee Seminar (by invitation only)
- National Advanced Youth Leadership Experience (NAYLE)

Week 8: July 29–August 4:

Western Region Journey to Excellence

- Area Operating Committee Seminar (by invitation only)
- Council Executive Board Training
- The Mechanics of Advancement
- National Advanced Youth Leadership Experience

For more information about Philmont Training Center courses, visit <http://www.philmontscoutranch.org/PTC/conferences2012.aspx>.



2012 Florida Sea Base Training Conferences

Florida National High Adventure Sea Base • January 16–21, 2012

Escape the cold winter weather for a week in the Florida Keys!

What could be better than the opportunity to attend a conference at the Florida National High Adventure Sea Base the week of January 16–21, 2012?

Each conference will be staffed by experienced, informed Scouters. The conference schedule includes ample time to enjoy the mild climate and natural beauty of the Florida Keys.

The following conferences are scheduled:

- Council Commissioner
- Membership Strategies and Best Practices
- How to Grow and Sustain Venturing
- The Mechanics of Advancement

The \$400 conference fee includes meals, dormitory housing, sheets, towels, and course materials. Space is limited, so registration will be handled on a first-come, first-served basis. Reservations must be postmarked by December 31, 2011.

After your registration is accepted, you will receive a medical form and additional conference information. See the Training page of Scouting.org for more information.

Conferences begin with check-in at the Sea Base on Monday afternoon and will conclude with graduation on Friday. Housing will be provided until Saturday, January 21. Wednesday afternoon is devoted to free time to enjoy the local attractions. No family program will be offered, but spouses are welcome to attend.

To register, mail the completed registration form below and your registration check to:

Volunteer Development, S209
Boy Scouts of America
1325 W. Walnut Hill Lane
P.O. Box 152079
Irving, TX 75015-2079



Questions?

Registration and course content: 972-580-2417
Facilities and accommodations: 305-664-4173

Name _____

Address _____ City, State, Zip Code _____

Telephone _____ E-mail _____

Position in Scouting _____ Conference choice _____

Council Name _____

Please make checks payable to Boy Scouts of America. Add "Acct. No. 62052-8760" in the memo.

Listening and Learning Through the Voice of the Scout



In 2012, Scouting will launch the Voice of the Scout program, the BSA's first nationwide approach for connecting member experiences to their expectations of Scouting. The program will allow Scouts, parents, volunteers, and chartered organizations to contribute their insight, which can then be used by council volunteer leadership and professionals to guide program, management, and operational decisions at the BSA.

Although thousands of surveys will eventually be emailed daily from ScoutNET's database, no one will receive more than one survey every six months. A key element of the program is a permissions-based dashboard, currently under development, that will organize survey information as it is submitted.

The VOS dashboard will be integrated with the Journey to Excellence dashboard on MyScouting and can be easily accessed by volunteers. It will display council- and district-level information for year-to-date information, comparison views, trend lines, and results for each audience segment. Complete reports with unit-level insight will also be sent automatically each month to Scout executives.

For this program to work, it will be extremely important that member and leader emails are regularly updated on ScoutNET. Commissioner involvement in promoting the addition of email addresses to recharter information will be a critical first step this fall. For the program to be a success, councils will need to be ready to listen and act on the feedback they receive. In accomplishing this, we must spread awareness about VOS as a tool for improving the Scout and parent experience. Commissioners are a vital link to spreading information about this program from areas into the councils and to the units directly.

"I firmly believe that by listening to our various customer groups, we can dramatically enhance the Scouting program," says David Weekley, Southern Region president. "This will lead to better programming and thus retention, increased membership and impact on our communities. It will help us positively impact the lives and characters of millions of youth."

At the core of the Voice of the Scout program is the measurement of loyalty through the Net Promoter Score approach. NPS captures the tendency of members to recommend others to Scouting, with the idea that people will not risk their reputations by recommending an organization without feeling loyal to it.

In addition to measuring loyalty by an individual's likelihood to recommend others to Scouting, the survey questions, which were vetted in pretests this spring, will examine responses to questions that have statistically shown what drives loyalty to the Scouting program.

The questions have also been designed to give insight into the five strategic themes that exist within Journey to Excellence. In this way, results gleaned from the Voice of the Scout program can serve as leading indicators to almost all of JTE's key performance criteria.

The program begins in 2012 for councils that voluntarily choose to participate this fall or spring. In 2013, the program will be up and running nationwide and serve as a key performance indicator within the Journey to Excellence recognition system. Until then, participation in Voice of the Scout will earn councils and districts bonus points in JTE.

Voice of the Scout:

Ways for Councils to Participate in 2012

1. Contact jte@scouting.org to participate.
2. Have council Key 3 attend webinars or recorded sessions.
3. Confirm participation by Nov. 18 for surveying to begin in January.
4. Confirm participation by May for surveying to begin in the spring.

2012 Journey to Excellence Requirements

Journey to Excellence in 2012 will build upon the methods established in 2011. JTE is based on many of the best practices used in the corporate performance measurement field today. When planning your strategy, use actual numbers from the previous year to guide your performance improvement goal-planning. The council or district may qualify by meeting either determined or performance improvement standards.

2012 JTE Council Requirements for Unit Service

- | | |
|--------|--|
| No. 12 | Youth-serving executives: Maintain or improve ratio of youth-serving executives to total available youth. |
| No. 13 | Commissioner Service: Increase the number of registered commissioners over prior year. |
| No. 14 | Unit visitations: Improve the rate of visitations to units by commissioners. |
| No. 15 | Voice of the Scout: Actively participate in the program and improve the Net Promoter Score on constituent surveys. (Bonus points in 2012) |

2012 JTE District Requirements for Unit Service

- | | |
|--------|--|
| No. 10 | Chartered Organization Relationships: Conduct a personal visit with a key person in each chartered organization |
| No. 11 | Commissioner Service: Increase the number of registered unit commissioners over prior year. |
| No. 12 | Unit Visitations: Improve the rate of visitations to units by commissioners. |
| No. 13 | Unit Performance: Improve the performance ratings of units using Journey to Excellence metrics. |
| No. 14 | Voice of the Scout: Improve response rate and Net Promoter Score on constituent surveys. (Bonus points in 2012) |

Unit Commissioner Box Score

As of August 2011

Region	Traditional Units*		Unit Commissioners Needed		Unit Commissioners Registered		Need to Recruit		Percent of Need Filled		Commissioner Ratio	
	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year
Northeast	17,114	16,569	5,706	5,523	3,282	3,880	2,424	1,643	57.5%	70.3%	5.2	4.3
Southern	26,619	25,921	8,878	8,640	6,088	6,693	2,790	1,947	68.6%	77.5%	4.4	3.9
Central	23,746	23,133	7,913	7,713	5,273	5,832	2,640	1,881	66.6%	75.6%	4.5	4.0
Western	42,533	42,103	14,178	14,033	8,512	9,125	5,666	4,908	60.0%	65.0%	5.0	4.6
National	110,012	107,726	36,675	35,909	23,155	25,530	13,520	10,379	63.1%	71.1%	4.8	4.2

* Does not include Learning for Life Groups or LFL Exploring Posts

National Commissioner Service Team

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National Commissioner Service Training Chair	Tim Acree	tim.acree@comcast.net
National Commissioner Service Resources Chair	Darlene Sprague	darsprague@roadrunner.com
National Commissioner Service Roundtable Chair	Dan Maxfield	dmaxfil@yahoo.com
National Commissioner Service Staff Adviser	Mark R. Wappel	mark.wappel@scouting.org

2011-12 Dates of Interest

DFW Marriott Hotel—Grapevine, Texas
October 10, 2011
 National Commissioner Service Task Force Meeting

Florida National High Adventure Sea Base, Islamorada, Fla.
January 16-21, 2012
 Council Commissioner Training

DFW Marriott Hotel—Grapevine, Texas
February 6, 2012
 National Commissioner Service Task Force Meeting

Gaylord Palms Resort—Orlando, Fla.
May 30-June 1, 2012
 National Annual Meeting

Philmont Training Center—Cimarron, N.M.
 For 2012 commissioner courses, see page 13.

“A boy carries out suggestions more wholeheartedly when he understands their aim.”

—Baden-Powell

Thanks to the volunteers who contributed to this edition of *The Commissioner*.

For comments or more information:

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