

***THE MERITS OF TRANSITIONING CUB SCOUT ROUNDTABLE COMMISSIONERS TO  
UNIT COMMISSIONER SERVICE***

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**Piedmont-Appalachian College of Commissioner Science**


**Wofford College**

**Spartanburg, SC**

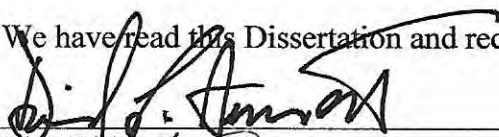
***Paul Korinko, Ph.D., Advisor***

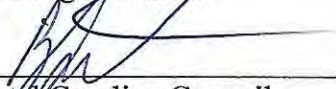
To the Doctoral Candidate Review Board:

I am submitting herewith a Dissertation written by William D. Lewis, entitled "The Merits of Transitioning Cub Scout Roundtable Commissioners to Unit Commissioner Service". I have examined the final copy of this report for format and content and recommend that it be accepted in partial fulfillment of the requirements for the Degree of Doctor of Commissioner Science.

  
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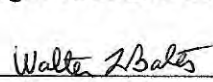
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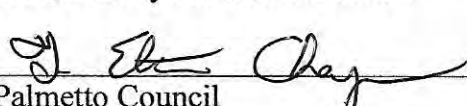
  
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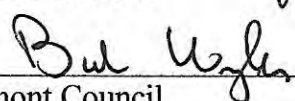
  
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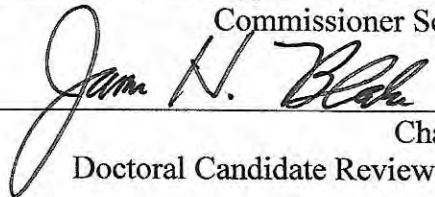
  
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## **ACKNOWLEDGEMENTS**

I would be greatly amiss if I did not take the time to acknowledge the warm welcome I first received from the Piedmont-Appalachian College of Commissioner Science (PACCS) back in June of 2017. Hulis Ratteree, Sue Persons, Anna Booher, Dr. Elizabeth Stoner, Glenn Stoner, Lynn Bates, and several others made a profound impact on me and the decision I made before the conclusion of that weekend to pursue a Doctorate of Commissioner Science through this college. I can say without reservation that I will always be a supporter and active participant of PACCS as long as I am able to do so.

My family deserves a special acknowledgement for allowing me my hour a week of Scouting over all these years. I am very thankful that they have permitted me to serve others and be a small part of such an impactful and meaningful organization that shapes and builds young men and women into the best of citizens and stewards of the environment.

Lastly, I would like to express gratitude to my advisor, Paul Korinko, for taking the time to guide me down this path, and for his consideration of my busy schedule outside of Scouting and the unexpected events that happened along the way.

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## **ABSTRACT**

The basis of this dissertation was for the contents to serve as an inspiration and guide to be utilized by Council Commissioners, District and Assistant District Commissioners, and Cub Scout Roundtable Commissioners (CSRTC) for implementing a plan of succession within the Commissioner Corps. Beyond the scope of simply transitioning CSRTCs to Unit Commissioners, this document also provides insight towards identifying ideal candidates with the “will to do” and “skill to do” Commissioner Service and interact with units in an impactful manner. Welcoming Commissioners with these types of characteristics into the Commissioner Corps can be beneficial to Commissioner Service as a whole due to their initiative and willingness to serve others. Traits such as these will also further equip them in holding and executing future positions of responsibility as a Commissioner on multiple levels (i.e., district, council, and national) throughout their Scouting career.

## **CHAPTER I**

### **INTRODUCTION**

#### **A NEED FOR IMPROVED UNIT COMMISSIONER PERFORMANCE AND ESTABLISHED UNIT RELATIONSHIPS**

In April of 2018, I accepted the position of District Commissioner within the Mustang District of the Longhorn Council. The Mustang District, at that time, was represented by 51 units that were served by approximately 15 assigned Unit Commissioners. Of those Commissioners, very few were making regular unit visits. Despite the lack of unit and Commissioner interactions, the Mustang District has historically been a strong district within the council, has regularly achieved Gold JTE status, and is known for actively supporting district and council events, annual Friends of Scouting campaigns, and for having members engaged in local and national training. One would think with such an active district, that Commissioner and respective unit relationships would be well established, but in truth this was only evident for a handful of Commissioners and their units. It was my hope to improve upon these relationships by recruiting new Unit Commissioners with a proven track record of building trust and providing service to Scouters.

Having served as a Cub Scout Roundtable Commissioner (CSRTC) since March of 2014, the primary motivation for accepting the District Commissioner role was to improve the Commissioner to unit relationship. To support this task, it was my wish to bring some of the same energy and relationship-building traits the CSRTC staff had become known for to the Mustang District Commissioner Corps. In addition, I had already begun to target some current

and outgoing Assistant CSRTCs for potential, future roles as Unit Commissioners. It was my hope that with some re-organization and new energy, combined with an infusion of new Commissioners with a proven record of engaging Scouters from various units during monthly Roundtable meetings, that the Commissioner Corps may have a beneficial impact on an already strong district and make it even better.

The following is a work in action, argument for, and a guide for transitioning CSRTCs to service as Unit Commissioners.

## **CHAPTER II**

### **UNIT SERVICE: THE REASON WE HAVE ROUNDTABLES**

On a select day each month, often falling on the first Thursday, each district of every council within the Boy Scouts of America conducts a monthly Roundtable for the members (families, parents, Scouts, Scouters, leaders, Charter Organization Representatives, etc...) of all units that district represents. A district Roundtable is often made up of a pre-opening or midway segment, offering participants the opportunity to fellowship with other Scouters and to visit prepared booths on training or other interests. Next, there will be a general opening that may involve a flag ceremony, followed by the Scout Oath and Law. The opening may also provide a time for announcements from the district program areas represented by camping, advancement, training, and activities. There may also be a brief message from an attending Professional Scouter. At the conclusion of the opening, some districts hold what is known as a Big Rock Topic, which is a brief discussion or presentation on a key topic of interest to all in attendance such as Webelos transition or Family Scouting. Once the Big Rock Topic has been addressed, all in attendance will then split from each other to separate areas or rooms to visit one of the following unit specific Roundtables: Cub Scout Roundtable, Boy Scout Roundtable, or a Venture Crew Roundtable. It is also not uncommon for the local chapter of the Order of the Arrow to hold a monthly chapter meeting during Roundtable. The previous portrayal is very representative of the monthly Mustang District Roundtable and is consistent with the outline provided in the Roundtable Planning Guide.<sup>1</sup>



As is common in the Mustang District, district Roundtables are conducted by the Commissioners within a respective district. The District Commissioner, or possibly an Assistant District Commissioner of Roundtables, or other designee, manages and coordinates the pre-opening, the general opening, and is responsible for delivering the Big Rock Topic or delegating it to another Commissioner or Scouter. When participants break away to their respective Cub Scout, Boy Scout, and Venturing Roundtables, those unit specific Roundtables are organized and coordinated by individual Cub Scout, Boy Scout, and Venturing Crew Roundtable Commissioners, and their staffs of Assistant Cub Scout, Assistant Boy Scout, and Assistant Venturing Crew Roundtable Commissioners.

A Commissioner's focus for Roundtable should be geared towards supporting unit leaders by delivering dynamic and impactful Roundtables for all to enjoy and benefit from. By doing so, program ideas, relationship development between Commissioner and Scouters, and timely communication of events, news, training, activities, and contacts are ever present on a monthly basis. **In truth, the fundamental purpose for Roundtable is unit service.** Serving units by giving leaders the tools they need to run effective programs is the goal and resulting end product of conducting Roundtable. Scouting exists through units, so anything that is instrumental in delivering the Scouting program is defined as unit service.<sup>2</sup>

Within the Mustang District, it is the Roundtable Commissioners and Assistant Roundtable Commissioners that are delivering this unit service through the Roundtable programs and the relationships they build with unit leaders. The District Commissioner, or Assistant District Commissioner, that is charged with coordinating the opening ceremony, announcements,

and Big Rock topic, will have an impact, especially if they take the time to visit and interact with the respective unit breakouts, but the impression they make is usually minor in comparison to the impact of the Roundtable staff. At the end of the day, it is typically the Roundtable staff that make Roundtable the valuable unit service tool it was designed to be and keeps Scouters coming back month after month to be engaged, entertained, and served.

So, where does this leave Unit Commissioners? One responsibility of Unit Commissioners is to regularly attend Roundtable so that they can interact with the unit leaders of the units they are assigned to.<sup>3,4</sup> In truth, few Unit Commissioners attend Roundtable and visit their units while there. If Unit Commissioners attend Roundtable to be served themselves, it may prove difficult to meet with all unit leaders especially if the Unit Commissioner attends a specific unit Roundtable but has more than one type of unit (i.e., pack, troop, crew, etc...) assigned to them. This challenge does not mean that Unit Commissioners should not attend Roundtable for their own benefit, but as Unit Commissioners they also need to take time to visit with their unit leaders on a regular basis as well. Unit Commissioners are also responsible for encouraging all leaders and parents within their assigned units to attend Roundtable<sup>3,4,5</sup>, but not all Unit Commissioners make unit visits on a regular basis, let alone mention, promote, or attend Roundtable. Without question, one of the easiest ways they can make sure units are up to date is by making an effort to ensure units are attending Roundtable on a regular basis. Unit Commissioners serve a key role as liaison between units, the district, and the council.<sup>5</sup> When Unit Commissioners are absent from Roundtable or attend but do not seek out representatives of their assigned units, they are missing an opportunity to provide unit service. Furthermore, when

coupling this absence with a lack of unit visits, the liaison or link between units and the district and the council is broken and for some units can be completely severed.

### **CHAPTER III**

#### **CHARACTERISTICS OF CUB SCOUT ROUNDTABLE COMMISSIONERS BENEFICIAL TO UNIT SERVICE**

My first real experience with understanding the roles of Unit Commissioners was in 2013, as a Troop Guide for a Wood Badge course in the Longhorn Council. At the time I was a longtime Cubmaster, who had yet to be visited by a Unit Commissioner, nor could I even tell you who that Unit Commissioner may be. The few Unit Commissioners I knew were almost always older gentlemen, but I had little idea what they did. I was also a newly appointed and untrained Assistant CSRTC. One of the members of the Bobwhite patrol I was “guiding” was at a loss for the goals he would pursue to make up his ticket. He was retired, in his late 60’s and had recently lost his son, who was an Eagle Scout, to an untimely accident. In memory of his son, he decided to become involved in Scouting and was encouraged to register as a Unit Commissioner. Completely new to Scouting and his new role, his ticket goals were all directed towards the training he would require towards becoming a Unit Commissioner, experiencing diversity by attending multiple Roundtables, and goals he would target related to unit visits within the first six months of his term. My initial thought was he would fit the mold of a typical Unit Commissioner. As he started to work on his goals and would submit them to me for review, I began to feel that I may actually enjoy being a Unit Commissioner one day. The training he completed appeared to be quite good, serving units and helping others appealed to me, the area Commissioner Colleges seemed like great opportunities and very beneficial for any Scouter to enroll in, and attending Roundtable was something I was already doing on a regular basis and

enjoyed. But I was “only” in my mid 40s, so this role was something I could look forward to doing when I was older, when my boys had aged out, and when I needed a place to plug in and be involved.

Fast forward a year later and I was busy inheriting a CSRTC staff and expanding it. My vision for Cub Scout Roundtable was to make it very informative, highly interactive and most of all fun! Participants did not want to come to Roundtable on a Thursday night after dinner and sit in a chair for an hour, or more, and listen to different people, or the same person talk, and talk some more. I surely knew that I did not want to do that! To keep them coming back they needed to be fed useful knowledge and provided tools, and they needed an opportunity to interact with each other. In addition, to keep them engaged, it needed to be fun and have a measurable purpose. In a nut shell, I needed a staff that not only had Cub Scout Spirit but was also not afraid to show it!

Today when I teach Roundtable Commissioner courses at Commissioner Colleges, I always make a point to stress the importance of a CSRTC staff being willing to have fun and act like a Cub Scout. It is this willingness that empowers Roundtable Commissioners to enable participants with the “will to do” and the “skill to do”. What this means is that CSRTCs are often the cheerleaders within the Commissioner Corps. They need to model a Cub Scout Pack’s spirit and enthusiasm. They also need to be hands on and be able to share craft and snack ideas, or to demonstrate skits and songs and then lead an entire group of participants in acting out that skit or singing that song! Not everyone has been a Scout leader for multiple years, so it takes

time and practice sometimes to guide the youth in their packs. What better way to obtain these skills than to see them acted out by other adults and then do it themselves! <sup>6</sup>

Within a few months I had assembled a CSRTC staff of 10, myself included. The engagement and fun we were providing began to pay dividends for us in the months ahead. Average monthly attendance began to rise from the teens into the mid 30's and sometimes we would have up to 42 participants at Cub Scout Roundtable. In 2016, I began to think about what I may do next and I was finding myself enjoying the overall role of being a Commissioner. The wreath of service was truly making an impact on me and I wanted to start attending various Colleges of Commissioner Science to learn more and see how I could possibly expand the reach of my CSRTC staff and my own influence as an individual Commissioner. It was then when I began to explore the prospects of CSRTCs becoming Unit Commissioners.

There was once a mindset within Scouting that Unit Commissioners, in particular, should come from the ranks of the retired, or better put, retired Scouters, "the crusty old red coats" as they were often referred to. An alternative to this would be to identify Unit Commissioners who are not only experienced in the outdoors, and possess the expected skills of a Boy Scout, but will also be positive, upbeat, outgoing, friendly, have excellent people skills, practice and model the ideals of Scouting, are passionate about Scouting and helping units succeed, and are willing to interact with others.<sup>3,5,8</sup> The more I thought about this concept the more it made sense to me that active CSRTCs would be ideal Unit Commissioners, and that there were several members on my staff that already possessed ideal characteristics for Unit Commissioner service!

The CSRTC staff had gained the trust of many of the monthly participants by instilling in them the “will to do” and the “skill to do”. How else could they get reserved and quiet attendees to sing a song in front of a group of people, participate in skits, or parade around a large, public room acting like the next type of animal that is called out. Likewise, gaining trust is a quality that all Unit Commissioners should exhibit so that units are never hesitant to reach out to their Commissioner when they are needed.<sup>5</sup> Another key attribute was their commitment to the monthly Roundtable program and attending regularly. Granted, having a CSRTC staff of 10 always ensured I would have a minimum of 4 to 5 capable Commissioners to support the program for that month, but the majority was always there on a regular basis. Being a Unit Commissioner not only involves a commitment to attend and promote Roundtable but also requires the same type of commitment to make regular unit visits and to process the resulting simple or detailed assessments that are so valuable to our District Executives and Council Commissioners. Through their commitment to the staff, my Assistant CSRTCs demonstrated an ability to work and perform as a team. By participating as a sounding board, being a good listener in countless side conversations, tracking down information, or personally doing favors for packs, and visiting and helping with respective pack activities, they demonstrated a fundamental interest in people and truly exhibited service to others. Lastly, they always carried out their responsibilities and assignments with high moral character, always serving as a positive example of Scouting. When comparing the majority of the my staff’s characteristics to those that define good Commissioners or embody the qualifications identified for recruiting ideal

Commissioners way back in 1969, they met every criteria, and one of those Assistant CSRTCs today just happens to be in his late 60's! <sup>7,8</sup>

## CHAPTER IV

### **TRANSITIONING CUB SCOUT ROUNDTABLE COMMISSIONERS: AN ENVISIONED PLAN OF SUCCESSION WITHIN THE COMMISSIONER CORPS**

It was once said that “The recruitment of good, responsible volunteers in adequate members is the most vital element in Scouting’s success”.<sup>7</sup> Although I agree with this statement, when building a CSRTC staff back in 2014, I took it a step further to also incorporate “volunteers in adequate members and numbers” as well. Earlier I mentioned that maintaining a staff of 10 enabled us to have sufficient numbers of Commissioners present to run the program each month. Over time as attendance began to increase and become the norm, having a CSRTC staff composed of adequately skilled and enthusiastic members in sufficient numbers was a valuable resource and strength of our group to sustain the program to meet participant needs and to also continue the vitality of the staff.

The CSRTC staff that I inherited in 2014 was a mix of old and new members. As is customary with most change, a few of the members decided it was time for them to move on. Those that moved on, some with that Cub Scout Spirit I was coveting in my soon to be formed staff and some without did have one thing in common, they had been on the CSRTC staff for a number of years and their own sons had crossed over to Boy Scout troops or were about to do so. I kept this in mind when recruiting new members. Initially I targeted Scouters that possessed the characteristics detailed in the previous chapter; such as regular Roundtable attendance, genuine



interest in serving others, outgoing personalities, good listeners, promoters of and passion for Scouting. I especially targeted those with Wood Badge training, where the “will to do” and “skill to do” can be exposed for the first time with some Scouters. As a Cubmaster I would require all new Assistant Cubmasters to attend Wood Badge and it never failed to amaze me when I would observe this new leader in the pack that was all of a sudden energized and stepping up to lead songs, perform skits, and conduct Pack Meetings. This attribute was a mentality that would be essential for the CSRTC staff if we were to engage, interact and entertain. Lastly, I would look for previous or current involvement with active packs. Others besides me have noticed that usually the most successful Cub Scout packs also had the most leaders attend Roundtable.<sup>3</sup> These leaders would not only be more than adequate in modeling pack functions, but they would already be somewhat committed to attending Roundtable. To round out the CSRTC staff I identified a few individuals that were really skilled in crafts, making props for skits, drafting and editing newsletters, and/or were always unselfish with their time, and could be relied on time and time again.

Each year a few more seasoned members would leave and a few new members would take their place. Not surprisingly, the replacements always came from within our regular group of participants, made obvious by their level of participation, passion for Scouting, and regular attendance. The success of our Cub Scout Roundtable had gotten to where it was recruiting our future staff members. Just as participants would move on, a few staff members would each year as well, and almost always it was because they would now be joining the Boy Scout Roundtable

as leaders that were crossing over to their son's troop. This led me to think even more about the transition of CSRTC's to service as Unit Commissioners.

When serving as CSRTC, one of the most frequent questions I would receive is "do you know who my Unit Commissioner is?" At least once a year, CSRTC staff would organize a list of the respective Unit Commissioners with their contact information and provide them to the participants. As a CSRTC staff, we would also provide the opportunity for the current District Commissioner to speak to the Cub Scout Roundtable each month, which they often would do. Despite these efforts, it never seemed to be enough to replace the absence of a Unit Commissioner either at Roundtable or elsewhere (i.e., unit visits). If only all the Unit Commissioners were as involved and committed as my former and current CSRTC staff members were!

Transitioning Assistant CSRTC's to Unit Commissioners seemed like a plausible solution, especially if the units were Cub Scout packs. It is generally accepted that packs are more open to Unit Commissioners than troops may be, and as those pack leaders move on to be troop leaders, their positive opinions of Unit Commissioners would likely spread within the troop's leadership.<sup>5</sup> With this in mind, when recommending former CSRTC's as Unit Commissioners, I suggested starting them with one or two packs to begin unless they already had troop experience.

The CSRTC's were already trained in some aspects of Commissioner Science, having attended the local Longhorn Council Colleges of Commissioner Science at Baylor University in Waco or at Texas Christian University in Fort Worth, respectively each May and August. They had already demonstrated the ability and willingness to serve respective units, they had proven

they could function as part of a team, they were committed to regularly attending Roundtable, and perhaps most key of all, they had built relationships of trust with current and former members of packs, that were now or soon would be members of active troops and possibly crews. I felt that several on my CSRTC staff were ready to serve as Unit Commissioners.

In 2016, the then current District Commissioner walked in as we were wrapping up our program for the night. He asked me if I knew of any potential candidates that would make good Unit Commissioners. His focus was on our pool of participants or possibly others I had met staffing Wood Badge courses, or within my own troop or former pack, but my suggestion to him was a member of my current CSRTC staff, whose sons were now both in a troop. Besides being the mother of two Scouts, she had served as Den Leader, Pack Committee Chair, and was currently the Camp Card Coordinator for their troop. Even more influential to me was that she was also a seasoned and committed member of the CSRTC staff who possessed the skills to engage and interact with unit leaders. Most importantly, she knew how to build relationships of trust with unit leaders and had been doing so for several years with current members of packs, troops, and crews within the district.

## CHAPTER V

### IMPACT AND IMPRESSIONS OF FORMER CUB SCOUT ROUNDTABLE COMMISSIONERS AS UNIT COMMISSIONERS

The correct association of units with Unit Commissioners can make an impactful difference in the success of the unit and Commissioner relationship.<sup>5</sup> New Unit Commissioners that have already established relationships with leaders within an assigned unit are very likely to have already overcome the biggest hurdles in their new role, getting to know the leaders, being accepted by them, and gaining their trust. As an added bonus, former members of CSRTC staffs are likely to be trained in using Commissioner Tools and recording simple and detailed assessments as well. By having served as CSRTCs they had received on the job experience and training needed towards becoming effective Unit Commissioners.

Prior to accepting a new role as Unit Commissioner, the member of my former CSRTC staff that was discussed in the previous chapter had become proficient in entering Roundtable attendance in Commissioner Tools. This task was not only a requirement towards her earning the Arrowhead Honor<sup>9</sup> but was also a task the staff shared as a whole. As a Roundtable staff member, she also had knowledge of entering simple assessments that had resulted from brief discussions with unit leaders before, during, or after Roundtable, as well as entering detailed assessments after being involved in more in-depth conversations that would also qualify. It was almost immediately apparent that she was more in touch with the Unit Commissioner role than some Unit Commissioners that had been serving for several years. These same experienced Unit Commissioners would claim to have made the occasional or even regular units visit but never

took the time to learn how to use Commissioner Tools or to record their assessments. By not documenting their visits, there was no measurable information for the district or council to track to understand unit health, ongoing issues, and even the accountability of the Unit Commissioner. Even if they had made a visit, the line of communication to the district and council would not always be complete without a record of it. The one time CSRTCs now serving as Unit Commissioners in the Mustang District were establishing and maintaining the necessary link between unit, district, and council from day one.<sup>10</sup>

Of the former members of that CSRTC staff that have gone on to serve as Unit Commissioners, as well as Assistant District Commissioners in the Mustang District, their experiences and impact on their assigned units are nearly identical and collectively positive. They each expressed to some degree the ease of visiting units they had been aligned with due to knowing current members already there. They would be greeted by those they knew or recognized by others due to their familiarity from Roundtable. Nearly all with assigned packs mentioned that they felt like part of the unit because they would be asked to assist with games, Pack Meetings, and talk with parents about different topics. For units with members they were not acquainted with, their past experiences of speaking and performing in front of new participants on a regular basis while serving as CSRTCs made cold calls to units and building relationships with them that much easier. For several of the Unit Commissioners there was a feeling of confidence from the role they had served as a CSRTC in not only providing information but actually knowing what they were talking about.<sup>10</sup>

The Unit Commissioners that had once served as CSRTCs all mentioned that early in their role they noticed that units with poor unit health scores also had low or non-existent Roundtable attendance. In contrast, the higher scoring units were regular Roundtable attendees as well as amongst the highest in unit attendance.<sup>10</sup> This same correlation of unit health and roundtable attendance was documented in 2003 by Wientz, as a statistically significant event ( $p < 0.05$ ).<sup>11</sup> Not surprisingly, these same Commissioners, with exception of one, shared that their respective units had each experienced a noticeable boost in Roundtable attendance since they began serving as Unit Commissioners, and the majority of the units had slightly improved their unit health scores over time. The improvement in Roundtable attendance was attributed to the new Unit Commissioners promoting Roundtable as a resource for the unit and by sharing with their units, the information the Unit Commissioners themselves had received at Roundtable. The new Unit Commissioners believe that improved unit health could then be tied to the unit's larger presence at Roundtable because Roundtable had either directly or indirectly served as the source of the new information, guidance, and changes that were taking place within their unit.<sup>10</sup> I do not believe it is a mere coincidence that their new Unit Commissioners were a product of Cub Scout Roundtable as well!

Several mentioned a smooth transition recording assessments due to their previous exposure using Commissioner Tools as part of the CSRTC staff, and how helpful it was to refer back to previous assessments to recall earlier visits and areas of need. One Commissioner, in particular, mentioned they missed the level of group interaction and fun activities they experienced with multiple units as a CSRTC but that they were enjoying their role as a Unit

Commissioner, even though their engagement with units was more on an individual basis with one to three members, one unit at a time.<sup>10</sup>

As I spoke with these former CSRTCs it was clear that they were more than equipped to step into the role of Unit Commissioner. Their “will to do” and “skill to do” had never been more evident. Relationships were being built upon, or newly made, and each was taking the time to report their visits and make them with some regularity. I am sure I am not the first to envision the prospects of CSRTCs as future Unit Commissioners, but it is satisfying none-the-less to have witnessed the transition and know that it works.

## CHAPTER VI

### RESULTS AND DISCUSSION

Since my appointment as District Commissioner in April of 2018, eight new Unit Commissioners have joined the Commissioner Corps. I decided to focus on this group considering they started close to when I did and I was instrumental in bringing them on board. One of the new recruits did not last more than one month, registering zero unit visits. Whereas the remaining seven new additions, all of whom happened to also be former Assistant CSRTCs in the Mustang District, remained. In the year prior to their service, the district documented approximately 233 unit visits from April 2017 to January 31, 2018. In comparison, from April 2018 to January 31, 2019, 269 visits have been recorded in Commissioner Tools, an increase of 15.5%. Although an improvement, 15.5% is not necessarily a number that stands out, so I thought it would then be worthwhile to look at the impact of the former CSRTCs, now serving as Unit Commissioners, on the overall improvement of unit visits in the district, which proved to be quite significant.

When I further compared the previous period of time to the current one, it was revealed that from April 2017 to March 31, 2018, only eight detailed assessments were made, but from April 2018 through January 2019 the district has logged 33 detailed assessments, an increase of 312%! Even more telling, is that 20 of these detailed assessments were made by five new Unit Commissioners, all of whom were former CSRTCs, i.e., the target group I have identified for the recruitment of new Unit Commissioners! The contribution of these one-time CSRTCs represents a 65% impact on the improved district performance of recorded detailed assessments since April



2018. One can only imagine the difference that the addition of five to ten more former CSRTC's may make on the outreach of the Commissioner Corps within the Mustang District in the years to come.

As all Commissioners are aware, it takes considerably more time and effort to complete a detailed assessment than a simple assessment. Where a simple assessment, which is simply a confirmation of the unit's current health score that includes a comment or message provided in a text box, can be completed within 5 minutes or even less, a detailed assessment is exactly that, a detailed overview and scoring of the components that make up a respective unit that may take anywhere from 20 to 60 minutes to complete. A detailed assessment requires a Unit Commissioner to spend quality time with the unit's Key 3 and other leaders, gauging them on the quality of the program they provide, training and capabilities of their leaders, addition and retention of Scouts and leaders, leader succession plans, the financial stability of the unit, and the unit's contributions to the district and the council through the sales of popcorn and camp cards. Detailed Assessments may further incorporate the creation of a Unit Service Plan that is designed to address an area of concern or need for improvement. For example, a unit that does not have a current Committee Chair and no viable candidates or a plan of succession in place could benefit from a Unit Service Plan geared towards resolving the issue. I personally believe that having new Unit Commissioners that were previously invested in serving people and units and building relationships in an environment such as Cub Scout Roundtable, where they were also trained in recording attendance and assessments in Commissioner Tools, is not just beneficial to the development of new Unit Commissioners, but correlates to truly making a difference to their

assigned units within the district and council, and being tremendous assets to the Commissioner Corps.

Although I will give some credit to our Council Commissioner for encouraging Unit Commissioners to step up their activity by offering incentives of a special patch for those who logged 100% detailed assessments by the end of September, as well as a steak dinner if a total of six contacts were also made by the end of the year, it is still of no surprise that out of the 21 current Unit Commissioners, only three were able to earn both awards, and two of these were new Unit Commissioners, and of course, former CSRTCs. It also should be noted that of the most active Unit Commissioners in the district, that former staffer of mine that I recommended back in 2016 is still going strong having logged 16 visits in 2018.

## **CHAPTER VII**

### **SUMMARY**

In summary, I wanted to show that the experience, characteristics, and the commitment of CSRTCs from successful, engaged, and interactive Cub Scout Roundtables, can equip them for transitioning into effective Unit Commissioners.

In the Mustang District, the position of Unit Commissioner is no longer ear marked as an ideal position for a retired or older Scouter with “nothing else to do”. The position is vital to bridging the communication gap between a unit and the district and the council. Roundtable is an excellent forum to not only help bridge that gap but to be a source of capable Unit Commissioners. An important responsibility of Unit Commissioners is regular attendance at Roundtable and promoting active participation at Roundtable by their units. Due to how Roundtable is conducted, and the time allocated to unit specific breakouts, it is often the Roundtable Commissioners that spend the most time with unit leaders at Roundtable, and as a result build trust with them. It is for this reason that a plan of succession for Unit Commissioners involving the transition of CSRTCs to Unit Commissioner service will work and can continually be fed and recycled by successful CSRTCs and the participants they attract and serve.

This study has shown that Roundtable and Roundtable Commissioners can serve as a logical and available source for developing future Unit Commissioners and supporting the Commissioner Corps within a district. The commitment to unit service by former CSRTCs in

the Mustang District has been shown to be impactful and significant. The results more than demonstrate that after all, the fundamental purpose of Roundtable is truly Unit Service!

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