

**The Basics of Commissioner Unit Contacts**

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**June 2025**

**Piedmont-Appalachian College of Commissioner Science**

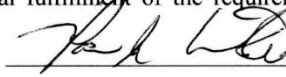
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To the Doctoral Candidate Review Board:

I am submitting herewith a Dissertation written by Mitchel L. Kotula, entitled "The Basics of Commissioner Unit Contacts". 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.



Paul Korinko

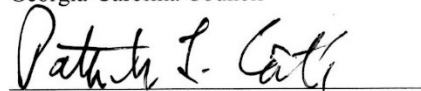
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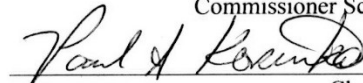
  
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## ACKNOWLEDGEMENTS

I first wish to thank my advisor throughout my repeated efforts to refine and successfully complete this project. He provided me with his tremendous attention to detail as it came to format, and his guidance and encouragement enabled me to maintain my momentum through completion.

I am deeply grateful to him for taking his time and patience in working with me.

To the members of the Review Board: please know that I appreciate the time and expertise you bring to the college each year. I have learned a great deal and believe I am a much better Commissioner and scouter because of this project.

I also want to offer my thanks to the dozens of scouters in York District who completed surveys, took time to meet with me to share their experiences, ideas, and their suggestions as I worked through this exploration. And especially to my fellow Commissioners who had the patience and willingness which supported me through this work.

I can truly say this work would not have been completed without the help and support of my wife, Lynn, who gave up her time allowing me the time to put this project together.

In 2025, the National Council eliminated the Journey To Excellence (JTE) program, replacing it with a new way to evaluate units and unit leaders, based on connections and conversations. Although the JTE program is no more, the data I gathered and analyzed for this dissertation still has relevance for Unit Commissioners and their unit contacts. This paper was originally submitted for the Doctoral Degree in late 2023 and was returned for reformatting and extensive revising, while JTE as the metric for unit success.

The original reformatting work was accomplished in mid-2024 and the final reformatting edition was completed in early 2025.

Finally, it should be said that without my faith in God, I would not have had the patience or gumption to complete this to the exacting specifications required for approval.

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## **ABSTRACT**

Consistent with the guidance for Commissioner service, Unit Commissioners are assigned units within the York District. Their mission is to work with their unit leaders to help them be successful in providing excellent scouting experience for their scouts. The method used to accomplish this goal is through unit contacts by the Commissioners. Other than receiving a brief orientation by the District Commissioner, the Unit Commissioners are left to decide just how to accomplish their unit contacts and how to work with their units and their leaders.

This dissertation will provide Unit Commissioners with a better understanding of their position, provide insight regarding the expectations of their Districts and units, support the units with respect to their contributions to the unit that will come about through their unit contact visits, and share the activities with the units training, ceremonies, meetings, and activities. Finally, I will provide perspectives gathered through research, interviews and surveys with unit leaders and other Commissioners. I will develop an outline of the best practices used by Commissioners. Finally, I will provide comments and requests from unit leaders indicating what they want from their Unit Commissioner.

The data collection will be limited to the York District of the Palmetto Council, but the data collected, and conclusions, are expected to be applicable to other districts and Unit Commissioners within Scouts, BSA overall.

Through this dissertation I describe how the program works and propose suggestions as to how it could work better. The result will be the identification of best practices and the development of an orientation for new Commissioners.

## CHAPTER I – INTRODUCTION

The Unit Commissioner program has been a tradition since the beginning of Scouting. Experienced, mature men were assigned to work with scout leaders to help them be successful and to maintain consistency throughout scouting.

Currently, Unit Commissioners are assigned to units. They are expected to make a minimum of six unit contacts each year and complete at least one detailed assessment using the Journey to Excellence criteria, Appendix A. That is about how far the duties and expectations of the Unit Commissioner are explained. This limited interaction really doesn't describe the scope of what Commissioners do.

During my tenure as a Commissioner, I have observed that some Unit Commissioners make a lot of contacts and others do not. On the other hand, some unit leaders do not know if they have an assigned Commissioner, and if so, who that person is. Many scout and cub leaders want more than cursory contacts with their Commissioners, while some believe the Commissioner program has little value to them and their leaders and units. Even others think that only units in need of help have Unit Commissioners.

As a Unit Commissioner for the past five years, I have worked with five units and have developed a good rapport with their leaders and the families of their scouts.

My orientation to Commissioner duties was very brief and lacked specificity. I knew what units I was assigned to and where and when they met, but it was left to me to show up and introduce myself. I did not know my roles and responsibilities.

But as time went on, I was able to have dialogue with unit leaders. I asked about what issues they were wrestling with and how I might be able to help. When I met with families, I asked how things were going and if scouting met their expectations. I better understood the Journey to Excellence program. I helped leaders by reminding them of the Journey to Excellence metrics.

My experiences led me to believe that the unit contact program could be greatly improved. I wanted to hear from scout and cub leaders as to what they wanted from their Unit Commissioners. I wanted to capture ideas, insights, concepts, and techniques more formally from Commissioners, with an eye toward ultimately sharing their thoughts via a new Commissioner orientation.

## CHAPTER II - REVIEW OF LITERATURE

There are large number of publications and dissertations that discuss the art of Commissioner service. The Administration of Commissioner Service (1) serves as the bible of Commissioner administration of unit service. It serves as a reference for Commissioners as they take on their service positions. It includes the history of Commissioner service and the roles of Commissioners, Administrative, Unit, and Roundtable. It contains useful information on how to recruit, assign, train and recognize/acknowledge, to evaluate and in the event of unacceptable performance, remove Commissioners. Detailed information is provided on creating service plans, resources, uniforms, badges, and awards is later generously detailed in appendices.

This handbook also presents an even more detailed Commissioner basic training program, continuing education for Commissioners and detailed chapters providing more detail on the how to do Commissioner job areas.

This is the first source of information that will put the Commissioners on the right track in dealing with Commissioner service.

The Palmetto Council Commissioner College Doctoral Papers are also a valuable resource for new and current Commissioners. J. Will (2) provides useful information on recruiting Commissioners. He suggests that rather than selecting more senior scouters, selecting younger scouters, fresh from the scout units is much more beneficial to helping and support units, as a Commissioner. He also modernizes our thinking when it comes to training Commissioners using technology v. classroom training. And encouraging participation in round tables.

Jeff's paper provides a more philosophical look as to how a Commissioner and the Commissioner service should be focused on unit service and the management of Commissioners in supporting scouting programs.

He also suggests that having a quarterly Commissioner cabinet, meeting with the district and possibly council Commissioners, is an excellent opportunity to share needs and opportunities. This cabinet allows for frank discussions of unit issues and needs can be shared with these higher-level Commissioners and any of the assistant or administrative Commissioners who would amplify and improve the aid and assistance the Unit Commissioners could provide.

In general, we do not see a lot of recognition of Commissioners, so these suggestions are very well presented and useful for all district and Council Commissioners.

Commissioners lead by example and their unit contacts serve to promote scouting, especially with parents and families of their unit scouts. This selfless service amplifies the fact that we are a community service organization dedicated to developing scouts into leaders.

It appears that Unit Commissioner Service hasn't evolved much since 1992 when Kenneth Clark (3) observed very similar issues with units and their leaders as I did. Kenneth conducted a survey, and I came up with almost the same questions that he used. My dissertation could very well serve as an update or follow-on study of Commissioner service as seen by unit leaders and by the Commissioners themselves. Despite the changes since 1992, the scout leaders still face very similar challenges.

A challenge with Kenneth's survey was that his return rate was very low, with fewer than half of people responding out of 20 units he contacted. A bigger problem was that his district only had two active Unit Commissioners serving the 20 units. Much of the frustration of the unit leaders is understandable as there was a lack of Commissioners available to work with them.

DeWayne Cox's dissertation (4) described how scouting was implemented in the LDS church. This dissertation, while not directly related to my topic, was interesting to compare how

much alike or different LDS scouting was from regular scouting. The LDS church used scouting as their youth development program until around 2019. As such, the church elders determined which men would be called upon to serve as scout leaders and it was very close to a mandate that parents enroll their male children.

Scouting was a rite of passage in the church with the church paying all the fees associated with scouts. Further, the Eagle scout requirements were slightly modified by the LDS church to qualify those scouts to enter the Aaronic Priesthood, participating very much in church services and the community, which ultimately lead to their being part of the Melchizedek Priesthood, marrying, go on a religious mission, live a good life, and become a responsible adult. Very similar to what we would like to see with our scouts due to their scouting experiences.

It was interesting to learn about another way of using scouting to develop youth into responsible adults.

Margaret Herlihy (5) described the experience of introducing their district to Commissioner service in 2011, when it seems that they were just beginning to recruit and deploy commission to their units. Commissioner Service was something new to the district, so the unit leaders did not know what Commissioners were and what they were to do.

The paper goes on to describe the introduction of the Commissioners and the concept of Commissioner unit service while simultaneously training this new group of Commissioners as to what Commissioner unit service was about.

It presents a very interesting approach with the use of round tables, special meetings and involvement of district and council Commissioners to establish the Commissioner corps.

Much of her paper is what is found in the national BSA Commissioner Handbook, curiously printed in 2011, just in time to help Margaret's district, and likely a new version of an older handbook.

This dissertation provides a good refresher regarding the duties of Commissioners and selling the Commissioner unit service to the unit leaders. Establishing rapport with unit leaders and ensuring that the Commissioners fully understood their duties as unit helpers and assisters to the unit leaders.

Like my personal and professional feelings, Margaret shares that Commissioner services should revolve around the Journey to Excellence (JTE) (6) criteria as the JTE is the BSA measure for unit and leader success.

She does a great job and devotes most of her dissertation on the history of scouting, the development of Commissioner service, and the duty of Commissioners to serve their units. Good background, but not germane to my dissertation.

Her survey of unit leaders and Commissioners is very similar to my study. However, most of the survey is devoted to how often Commissioners visit and whether their Commissioner should be a liaison, an adult leader, or have authority over the unit (the answer here is a resounding "NO").

Her final query is asking "My Commissioner..." and check items that apply to the Commissioner. Most of the items she has as choices mirror the duties of a Commissioner and the responses scattered. The people responding to the survey just do not know much about Commissioners and the Commissioner program, so if the item was not suggested, there was no way to generally give other opinions or comments.

Keith Overstreet's dissertation (7) surmises that the Commissioner is obliged to demonstrate value to his units. He also did a survey of unit leaders and of Commissioners with the

finding that acceptance of the Commissioners was greatly impeded by Commissioners not making more frequent visits to assigned units. So infrequent exposure brought about negative attitudes and understanding about the Commissioner unit services.

Cameron Reeves' dissertation from 1984 (8), is focused on Commissioner duties, learning what they are and then learning how to behave with their assigned units. It is a very basic description of what Commissioners are, what types of Commissioners there are, and the training and tools that a Commissioner can use. Due to the historical nature, it is not too applicable to my dissertation.

I used reference 1 to explain what Journey to Excellence (JTE) (6) is about and how the criteria are so relevant to unit success and the success of unit leaders. This is how the BSA evaluates and wants the units and their leaders to behave. Most helpful are the criteria and explanations for Cub units, Scout units and Venture crews to earn the bronze, silver, and gold awards.

I personally use the JTE with all of my assigned units. I do a session with the leaders early in each calendar year and then another session with them just before re-chartering their units. The criteria give a full view as to how the unit has operated and can indicate where the leaders need to focus more attention and resources.

Certainly, motivation to be an excellent unit is high as the end of the scout year brings the awarding of gold, silver and bronze patches that scouts and their leaders can proudly wear on their uniforms. Not achieving bronze level can be a good leverage point for Commissioners to focus unit leaders to do better in the upcoming year.

JTE is a very good evaluation system for units and especially for their leaders, and many of the approaches defined in JTE are relevant for the new connections and contacts approach being used today.

## CHAPTER III – METHODS

I wanted to know more about the results of unit contacts. To do so, I conducted a survey of Unit Commissioners, Cubmasters, and Scoutmasters. I asked them the following questions:

Commissioners:

1. What do you do when you make unit contact visits?
2. How often do you make unit contacts (frequency)?
3. What unit activities do you visit (type)?
4. How long do you stay on your unit contact visits?
5. Who do you speak with?

Cubmasters and Scoutmasters:

1. Do you know who your Commissioner is?
2. When will your Commissioner visit?
3. How long does your Commissioner stay on visits?
4. How do you get value from Commissioner contacts and visits?
5. What do you want from your Commissioner contacts and visits?

Scoutmaster responses are in Appendix E.

Cubmaster responses are in Appendix F.

The Commissioner responses are in Appendix G.

In addition, I conducted three oral updates on this unit contact project at the monthly District Commissioner meetings and received positive responses.

I had enough input from all parties to draw conclusions and to identify the best practices for my units in Palmetto Council.

To share what I learned, a Power Point presentation was prepared and delivered for the 2023 Council Commissioner Conference on the basics of unit contacts. Using the data I collected; I edited and enhanced this power point presentation into a presentation to use during orientations of new Commissioners. This revised presentation was previewed at a monthly Commissioner meeting, which was well received by York district Commissioners, the district Commissioner, and the council Commissioner. The PowerPoint slides are included as Appendix E.

## CHAPTER IV – RESULTS AND DISCUSSION

I collected the information I asked for from Commissioners, Cubmasters, and Scoutmasters who completed the surveys. It took a year to gather and compile the results. With the questions I posed in my methodology, the responses follow:

### **York District Commissioners**

1. Which of your unit activities or meetings do you want or target for a visit?
  - a. Most all the Commissioners regularly attended unit meetings. Some were also participants in annual unit planning meetings and/or leader and parent meetings.
  - b. A comprehensive variety of unit activities were attended: campouts, Blue & Gold banquets, courts of honor committee meetings, Pine Wood Derby, rain gutter regatta, crossover ceremonies, Eagle presentations, council and districts events and end of year parties.
  - c. Events, such as Patriot Point and distant adventures were rarely attended.
2. What is the duration of your stay during a unit contact?
  - a. The pattern varied. Most Commissioners tried to stay for the entire meeting, while others left after the scouts began their den or patrol work. Generally, Commissioners spend an hour with the unit.
  - b. There were occasions where Commissioners just needed to get a decision, information, or a signature from unit leaders.
  - c. Troops meet generally on Monday so some Commissioners can visit two troops on some Monday evenings.
  - d. If there are issues to address, Commissioners stay until next steps are determined

or the issue is resolved.

- e. For ceremonies, Commissioners stayed for the entire event.
  - f. Shorter lengths of time are spent attending activities. Many Commissioners just made an appearance and then left.
3. What do you cover or talk about with leaders? Family members? Scouts?
- a. **With leaders**, anything that may be observed during the visit, general questions about outings, attendance, summer camp, advancement, training status are typical.
  - b. The Journey to Excellence status and progress and giving guidance to help leaders.
  - c. Answering questions.
  - d. Checking resource needs.
  - e. **With family members**, being friendly and asking if scouting is meeting their expectations and answering any questions or concerns. “How are things going?”
  - f. **With scouts**, Commissioners generally do not directly deal with scouts and when they do, they ask, “Are you having fun?” and direct any questions they have to their unit leaders.
4. How do you contribute value during your contacts?
- a. Answer any questions they might have.
  - b. Many Commissioners spent time privately helping and coaching leaders.
  - c. Commissioners pass on information from the Council, send emails to leaders after Commissioner meetings or round table sessions about upcoming events or concerns at district and council levels.
  - d. Providing any support, they need or finding someone who can help them.
  - e. Providing resources and connections with other scouters.

- f. Commissioners shared that they spend a lot of time in sharing information and talking over issues with leaders and being on the computer touching base. Many of these contacts are not logged as they are part of the informal communication flow that Commissioners maintain.

### **Cubmasters**

1. Do you know who your Commissioner is?
  - a. Only two of 14 respondents surveyed did not know their Commissioner, however, these two units had been having leadership losses and were very disorganized. And there was a change of Commissioners at the time of this survey. Generally, packs did know who their Commissioners were.
  - b. Packs were visited frequently or occasionally. No regular schedule.
2. When will your Commissioner visit?
  - a. Both unit meetings and activities.
  - b. Meets with pack leadership.
3. How long does your Commissioner stay on visits?
  - a. Usually at the opening of pack meetings and do not stay for den work.
  - b. Varies as to activity or type of meeting.
  - c. Does help present awards at advancement ceremonies.
4. How do you get value from Commissioner contacts and visits?
  - a. Mainly with Journey to Excellence Program
  - b. Keeping pack advised as to leader training status.
  - c. Attending committee meetings.

5. What do you want from your Commissioner contacts and visits?
  - a. Reminder for training, coordination with district for events, fellowship.
  - b. Mainly with JTE to keep in touch with how recruiting and retention are going.  
Help to show where we can increase scores. Assistance with the JTE, program year plan, advancement, including cross-over ceremony.
  - c. Communications regarding district issues.
  - d. What leaders need training.

### **Scoutmasters**

1. Do you know who your Commissioner is?
  - a. All the Scoutmasters, except one knew who their Commissioner was.
  - b. All troops were visited on an occasional basis.
2. When will your Commissioner visit?
  - a. Commissioners visit just about every activity and occasion.
  - b. Troop meetings are the prime target of visits.
  - c. Meetings with leaders.
3. How long does your Commissioner stay on visits?
  - a. Usually at the opening of troop meetings and sometimes for patrol work.
  - b. Varies as to activity or type of meeting.
  - c. Does help present awards at Courts of Honor and speaks with parents at end of most ceremonies.
4. How do you get value from Commissioner contacts and visits?
  - a. Give advice based on experience.

- b. Provides guidance and contacts when I request it. He is good at talking through issues/concerns and he is generally supportive and helps us focus on key program elements, like completing the JTE elements, which I believe do serve as a good guide for a quality program.
  - c. Give positive feedback to keep us going!
  - d. He tries to find answers to any questions we have.
  - e. Serves as a sounding board for ideas and suggestions and offers support in programs. He did offer to be a merit badge counselor for the troop.
  - f. Helping us to recruit parents for leadership roles and supports our boys on rank advancement.
  - g. Makes time to individually talk to everyone each time he attends an event or meeting.
  - h. Referring in other scouts to help build our unit.
  - i. Helps us with most questions asked.
5. What do you want from your Commissioner contacts and visits?
- a. Come in and lead a troop meeting one night. Plan out a troop meeting with a skill from beginning to end and execute, to show us how it should be.
  - b. Help coordinating recruiting efforts in schools.
  - c. Assist with fundraisers and de-conflict issues among units.
  - d. Connect us with other units which might have similar interests or needs so we can collaborate.
  - e. Help us to establish a working committee.

- f. Reaching to me, the Scoutmaster, on a regular basis to offer support and to listen to my needs.
- g. Just being present and offering to help is a beneficial function of the Commissioner.
- h. Be more hands-on.
- i. Our Commissioner does a great job. He gets engaged on most topics to keep us informed. Is very responsive when asked to do so.
- j. Visit our troop at least once a year to meet the scouts and offer support, especially during a Court of Honor.
- k. My last two Commissioners have been great providers of support, offering help and guidance. Just being present and offering to help is a beneficial function of the Commissioner.
- l. More education & training probably would be helpful.

## CHAPTER V – CONCLUSIONS AND BEST PRACTICES FOR UNIT COMMISSIONERS

The Commissioners who are seen as being very professional and competent share many behaviors and characteristics. In the research and surveys for this dissertation, the following represent the best practices in doing Commissioner unit contacts, and emphasized in resources, such as Ref. 11.

- Get and keep current copies of each unit's calendar plan for the year. Post all the activities on your personal calendar. You cannot do them all, but you will be conscious of what is happening.
- Attend unit meetings and events and stay for their entirety. It shows respect to the unit. Plan to visit each of your units once a month, in addition to some activities: regular unit meetings, banquets, courts of honor, committee meetings, Pine Wood Derby, crossovers, Eagle presentations, council/District events and end of year and holiday parties.
- As a requirement for the award of the Commissioner Arrowhead Honor (10), perform simple assessments for each visit, plus do one detailed assessment early in each calendar year, and another as part of the re-chartering process.
- Participate in courts of honor and advancement occasions with unit leader's permission.
- Determine when the unit committees meet and plan to attend those regularly.
- Attend Leader and Parent meetings and annual planning meetings.

- Be present, attentive, and in uniform when visiting units.
- Share information from Commissioner, District and Council meetings.
- Speak with leaders about training status, JTE progress and upcoming events.
- Listen to unit leaders and be a sounding board for ideas and suggestions.
- On every occasion, circulate among parents and attenders, introduce yourself and chat.
- Query family members to ensure that are getting what they want out of the program and encourage them to be involved.
- Ask for information, give it, or follow through to find answers.
- As a requirement for the award of the Commissioner Arrowhead Honor (10), post status from unit visits on [my.scouting.org](http://my.scouting.org) regularly and as soon as possible.
- Use the JTE evaluation / new connection tools to help guide leaders. It serves to be a report card on what they need to be focused upon.
- Maintain email contact with your unit leaders.
- Help unit leaders to reward and give recognition to their leaders.

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**APPENDIX A**  
**JTE EVALUATIONS 2021-2023**

**2021**

**JTE EVALUATIONS AT RE-CHARTER**

York District contained 4 crews, 25 Cub Packs, and 30 Scout Troops. 59 units in total.

Crews only submitted one JTE evaluation with their re-charter, representing 1.6% of York District unit strength. The evaluation was 1 Gold.

Cub Packs submitted 9 JTE evaluations, representing 15.25% of York District strength. Evaluations were 6 Gold, 2 Silver and 1 Bronze ratings.

Scout Troops submitted 18 JTE evaluations representing 30.5% of York District strength. Evaluations were 14 Gold, 2 Silver and 2 Bronze ratings.

Overall, the York District submitted 28 JTE evaluations, out of 59 units, or 47.4% of York District strength. Evaluations were 21 Gold, 4 Silver and 3 Bronze ratings.

2021 (1 of 2)

2021 RECHARTER TRACKING - York										
Unit Type	Unit #	In Office	Posted	2020 Year End	2021		Loss/Gain	100% Boys Life	Journey to Excellence	Charter Ag
					Turned In	Pd/Mul				
Pack	31	1/12	1/13	39	22	-17	no	gold	yes	
Pack	33	DROP		37		-37				
Pack	108	12/14	1/20	78	42	-36	no	gold	yes	
Pack	109	12/15	1/4	69	49	-20	no		yes	
Pack	130	12/11	1/5	37	28	-9	no	silver	yes	
Pack	132	DROP		38		-38				
Pack	139	1/12	2/25	15	6	-9	no		yes	
Pack	157	12/11	2/4	9	9	0	no		yes	
Pack	161	DROP		19		-19				
Pack	219	12/11	1/15	92	49	-43	yes	gold	yes	
Pack	237	2/23	2/26	21	7	-14	no		yes	
Pack	250	1/20	2/3	100	45	-55	no		yes	
Pack	255	1/4	1/11	37	23	-14	no	silver	yes	
Pack	275	12/14	1/5	66	41	-25	no	gold	yes	
Pack	277	1/4	1/7	37	37	0	yes	gold	yes	
Pack	316	DROP		14		-14				
Pack	333	12/14	1/5	69	44	-25	yes	gold	yes	
Pack	349	1/4	2/1	33	7	-26	no		yes	
Pack	422	12/15	1/19	60	22	-38	no		yes	
Pack	540	3/1	3/9	18	4	-14	no	bronze	yes	
Pack	832	1/22	2/1	42	15	-27	no		yes	
Pack	925	12/14	2/23	66	53	-13	yes		yes	
Pack	1280	12/15	2/4	37	19	-18	no		yes	
Pack	1830	12/15	2/4	18	5		no		yes	
Pack	1880	DROP		17		-17				
Troop	7	1/20	1/25	10	5	-5	no		yes	
Troop	31	1/8	1/14	21	16	-5	no		yes	
Troop	33	2/8	2/10	16	15	-1	yes	gold	yes	
Troop	37	1/8	1/12	16	12	-4	no	bronze	yes	
Troop	108	1/4	1/21	52	43	-9	no	gold	yes	
Troop	109	1/8	1/13	18	14	-4	no		yes	

2021 (2 of 2)

Troop	130	1/4	1/11	19	19	0	yes	silver	yes
Troop	132	DROP		9		-9			
Troop	137	12/11	1/5	11	8	-3	no		yes
Troop	157	12/11	1/5	10	8	-2	no	gold	yes
Troop	161	1/8	1/20	8	6	-2	no	gold	yes
Troop	219	1/4	1/19	55	46	-9	yes	gold	yes
Troop	220	1/4	1/7	16	13	-3	yes	gold	yes
Troop	250G	1/8	1/21	21	12	-9	no	gold	yes
Troop	250B	1/4	2/4	80	57	-23	yes	gold	yes
Troop	255	12/11	1/5	21	14	-7	no	gold	yes
Troop	275	1/4	1/7	36	28	-8	no	gold	yes
Troop	277	12/11	1/5	36	32	-4	yes	gold	yes
Troop	316	DROP		7		-7			
Troop	333	12/15	1/5	37	30	-7	no	gold	yes
Troop	349	1/8	2/8	11	7	-4	no		yes
Troop	365	12/15	1/6	9	7	-2	no	silver	yes
Troop	422	1/4	1/20	16	13	-3	no		yes
Troop	540	DROP		6		-6			
Troop	832	1/8	2/1	36	25	-11	no	gold	yes
Troop	925	12/16	2/1	46	34	-12	no		yes
Troop	1280	1/4	1/12	30	26	-4	no	gold	yes
Troop	1830	12/14	2/1	7	5	-2	no		yes
Troop	1880	1/8	2/4	8	5	-3	no		yes
Troop	2552	1/8	1/8	9	3	-6	no	bronze	yes
Crew	250	1/11	1/25	2	3/2		no		yes
Crew	255	1/4	1/19	6	7		no	gold	yes
Crew	357	1/4	2/1	3	5		no		yes
Crew	4213	DROP		3					
Ship	427	DROP		2					

**2022**

**SUMMARY OF JTE EVALUATIONS AT RE-CHARTER**

York District contained 3 crews, 20 Cub Packs, and 27 Scout Troops.

Crews only submitted JTE evaluation with their re-charter, representing .02% of York District unit strength. Evaluation was 1 Silver rating.

Cub Packs submitted 11 JTE evaluations, representing 22% of York District strength.

Evaluations were 8 Gold, 2 Silver and 1 Bronze ratings.

Scout Troops submitted 23 JTE evaluations representing 54% of York District strength.

Evaluations were 23 Gold.

Overall, York District submitted 35 JTE evaluations, out of 50 units, or 70% of York District strength. Evaluations were 31 Gold, 3 Silver and 1 Bronze ratings.

2022 (1 of 2)

2022 RECHARTER TRACKING - York										
Unit Type	Unit #	In Office	Posted	2021 Year End	2022 Turned In		Loss/Gain	100% Boys Life	JTE	Charter Agreement
					Pd/Mul					
Pack	31	12/15	3/7/2022	22	24	2	no			
Pack	108		12/15/2021	50	32	-18		Gold		
Pack	109		1/14/2022	94	76	-18	no	Gold		
Pack	130		1/6/2022	47	29	-18	no			
Pack	139		10/11/2022	4	6	2	no			yes
Pack	157		11/29/2021	44	34	-10		Gold		yes
Pack	219		2/22/2022	102	77	-25	no	Gold		yes
Pack	237		1/18/2022	26	23	-3	no			yes
Pack	250		1/11/2022	107	83	-24	yes			yes
Pack	255	12/10	12/21/2021	49	36	-13		Silver		yes
Pack	275	12/10	1/6/2022	62	37	-25	no	Gold		
Pack	277		3/11/2022	31	17	-14	no			
Pack	333		1/10/2022	59	48	-11	no			yes
Pack	349		1/10/2022	30	26	-4	no	Gold		yes
Pack	422	drop		56						yes
Pack	540	drop		10				Gold		yes
Pack	832		1/4/2022	52	22	-30				
Pack	925		1/6/2022	78	59	-19	yes	Gold		
Pack	1280	12/10	1/5/2022	44	25	-19	no	Silver		
Pack	1830	2/22		10	7	-3	no	Bronze		yes
<hr/>										
Troop	7		12/10/2021	6	6	0		Gold		
Troop	31		3/7/2022	24	16	-8	no	Gold		
Troop	33		12/14/2021	22	14	-8		Gold		yes
Troop	37		12/17/2021	16	9	-7		Gold		
Troop	108		12/10/2021	57	45	-12		Gold		
Troop	109	12/10	12/16/2021	19	14	-5		Gold		
Troop	130		1/11/2022	30	24	-6	no	Gold		
Troop	137	12/15	1/5/2022	10	4	-6				yes
Troop	157		12/15/2021	17	14	-3		Gold		yes
Troop	161		12/13/2021	6	6	0		Gold		
Troop	219		2/28/2022	60	41	-19	no	Gold		

20-2-18

21-2-25

2022 (2 of 2)

Troop	220		3/7/2022	17	14	-3 no	Gold	
Troop	250	12/15	1/5/2022	69	48	-21	Gold	yes
Troop	250		2/1/2022	20	17	-3 no	Gold	yes
Troop	255		12/10/2021	21	19	-2	Gold	yes
Troop	275		12/10/2021	37	25	-12	Gold	
Troop	277		2/22/2022	45	44	-1 no	Gold	yes
Troop	333		1/11/2022	36	21	-15	Gold	yes
Troop	349		2/11/2022	12	10	-2	Gold	yes
Troop	365	12/15	1/7/2022	17	14	-3	Gold	
Troop	422	drop		11				
Troop	832		1/14/2022	28	25	-3 no	Gold	
Troop	925		1/15/2022	48	37	-11		
Troop	1280		12/13/2021	30	24	-6	Gold	
Troop	1830		1/5/2022	5	6	1 no	Gold	yes
Troop	1880	drop		1				
Troop	2552		1/6/2022	5	4	-1 no	Gold	yes
Crew	250	drop		3				yes
Crew	255		12/15/2021	8	5	-3	Silver	yes
Crew	357		12/10/2021	5	5	0		

Total

\$1

**2023**

**SUMMARY OF JTE EVALUATIONS AT RE-CHARTER**

York District contained 3 crews, 18 Cub Packs, and 25 Scout Troops. 46 units in total.

Crews only one JTE evaluation with their re-charter, representing .02% of York District unit strength. Evaluation was 1 Silver rating.

Cub Packs submitted 9 JTE evaluations, representing 19.56% of York District strength.

Evaluations were 7 Gold, 1 Silver and 1 Bronze ratings.

Scout Troops submitted 17 JTE evaluations representing 36.9% of York District strength.

Evaluations were 16 Gold and 1 Silver ratings.

Overall, York District submitted 35 JTE evaluations, out of 50 units, or 70% of York District strength. Evaluations were 31 Gold, 3 Silver and 1 Bronze ratings.

2023 (1 of 2)

2023 Recharterers - York				2023				
Unit Type	Unit #	In Office	Posted	2022 Year End	Turned In Pd/Mul	Loss/Gain	100% Boys Life	Journey to Excellence
Crew	255	12/19/22	1/5/23	7	2		no	Gold - printed
Crew	357	12/19/22	1/5/23	5	6		no	
Crew	4213	1/20/23	1/20/23	2	3	1	no	Gold - printed
Pack	31	1/4/23	1/6/23	47	30	-17	no	
Pack	108	1/1/23	1/1/23	46	32	-14	no	Gold - printed
Pack	109	12/19/22	1/15/23	129	100	-29	no	Gold - printed
Pack	130	12/15/22	1/3/23	64	32	-32	no	Bronze - printed
Pack	139			6				
Pack	157	12/8/22	1/17/23	70	53	-17	no	Gold - printed
Pack	219	12/19/22	1/17/23	132	95	-37	no	Gold - printed
Pack	237	12/19/22	1/9/23	27	21	-6	no	Gold - printed
Pack	250	1/6/23	1/6/23	125	80	-45	yes	
Pack	255	12/14/22	1/1/23	77	44	-33	no	Silver - printed
Pack	275	12/14/22	1/4/23	63	35	-28	no	Gold - printed
Pack	277	12/19/22	1/17/23	23	24	1	yes	
Pack	333	12/7/22	1/17/23	94	77	-17	no	
Pack	349	12/19/22	1/27/23	56	36	-20	no	
Pack	832	12/20/22	1/3/23	59	32	-27	no	
Pack	925	12/19/22	1/17/23	91	56	-35	yes	
Pack	1280	12/12/22	1/5/23	35	25	-10	yes	Gold - printed
Pack	1830	1/6/23	1/6/23	29	16	-13	no	
Troop	31	1/27/23	1/27/23	25	23	-2	no	
Troop	33	1/6/23	1/6/23	15	9	-6	no	Gold - printed
Troop	37	1/4/23	1/6/23	16	10	-6	no	Gold - printed
Troop	108	12/19/22	1/5/23	48	34	-14	no	Gold - printed
Troop	109	12/9/22	1/4/23	24	16	-8	no	Gold - printed
Troop	130	12/19/22	1/5/23	37	28	-9	no	Gold - printed
Troop	137	12/14/22	12/14/22	8	6	-2	no	
Troop	157	12/8/22	1/17/23	16	15	-1	no	Gold - printed
Troop	161			6				
Troop	219	12/19/22	1/17/23	61	49	-12	yes	Gold - printed

3

81

52

2023 (2 on 2)

Troop	220	12/15/22	1/17/23	23	16	-7 no	Gold - printed
Troop	B - 250	12/20/22	1/27/23	75	50	-25 no	Gold - printed
Troop	G - 250	12/19/22	1/5/23	22	13	-9 no	
Troop	255	12/14/22	1/4/23	22	18	-4	Gold - printed
Troop	275	12/9/22	1/4/23	39	31	-8 no	Gold - printed
Troop	277	12/19/22	1/17/23	55	36	-19 yes	Gold - printed
Troop	333	1/6/23	1/6/23	29	21	-8 no	
Troop	349	12/19/22	1/5/23	11	7	-4 no	Gold - printed
Troop	365	12/13/22	1/4/23	15	12	-3 yes	Gold - printed
Troop	832	12/22/22	1/1/23	23	12	-11 no	
Troop	925	12/22/22	1/3/23	44	34	-10 no	
Troop	927	11/29/22	1/17/23	13	8	-5 yes	Silver - printed
Troop	1280	11/19/22	2/7/23	28	28	0 no	Gold - printed
Troop	1830	1/5/23	1/6/23	8	7	-1 no	
Troop	2552	12/29/22	1/5/23	9			Gold - printed

**APPENDIX B**

**SUMMARY OF YORK DISTRICT COMMISSIONER UNIT CONTACTS FOR YEARS  
2019 – 2023**

## **SUMMARY OF YORK DISTRICT COMMISSIONER UNIT CONTACTS FOR YEARS 2019 – 2023**

The number of Commissioners varied over time, year-by-year.

The number of units assigned to each Commissioner also varied over time.

Generally, Commissioners had an average of four units each, with more senior and experienced Commissioners serving 1 – 15 units, mostly problem units having issues with operations, parental involvement, organizing, etc.

I picked out the top five Commissioners for each year for in-person interviews.

All York Commissioners received surveys to complete.

The Commissioners making the most unit contacts were as capable as those with fewer contacts, and units with fewer Commissioner contacts did just as well on the JTE evaluations as those with many contacts.

**York04**

Duane Boyce Davis	53
Glenn C Stoner	36
Hulic Boney Ratterree	13
Jeremy R Cleary	35
Joseph Owen Ridder	8
Matthew Steven Cline	52
Michael Marshall Walkup	19
Patrick Francis Cote	109
Robert John White	87
Shane Ray Edwards	63
Stephanie Bishop Tinker	45
Wesley Pharr Caudle	33
Mitchel Lee Kotula	24
Robert Leo Mercer	15
Douglas Donald Bartlett	6
George Samuel Flanagan	18
	<b>616</b>

<b>York04</b>	<b>442</b>
Glenn C Stoner	19
Hulic Boney Ratterree	16
Joseph Owen Ridder	10
Robert John White	41
Wesley Pharr Caudle	29
Mitchel Lee Kotula	<b>84</b>
Robert Leo Mercer	62
Douglas Donald Bartlett	13
Matthew Steven Cline	18
Duane Boyce Davis	<b>41</b>
Michael Marshall Walkup	14
Stephanie Bishop Tinker	24
Patrick Francis Cote	32
Shane Ray Edwards	11
Jeremy Richard Cleary	27
Leigh Jennings Mack	1

2021

<b>York 04</b>	<b>405</b>
Glenn C Stoner	16
Joseph Owen Ridder	<b>18</b>
Mitchel Lee Kotula	<b>89</b>
Robert Leo Mercer	54
Douglas Donald Bartlett	13
Duane Boyce Davis	<b>34</b>
Michael Marshall Walkup	1
Patrick Francis Cote	<b>40</b>
Jeremy Richard Cleary	<b>28</b>
Wesley Pharr Caudle	25
Robert John White	32
Matthew Steven Cline	23
Shane Ray Edwards	<b>24</b>
Alec Taylor Surrent	3
William Crawford White	5

2022

<b>York 04</b>	<b>350</b>
Glenn C Stoner	14
Joseph Owen Ridder	10
Mitchel Lee Kotula	<b>64</b>
Robert Leo Mercer	<b>24</b>
Douglas Donald Bartlett	17
Duane Boyce Davis	26
Paul Daines Kraus	6
Patrick Francis Cote	32
Jeremy Richard Cleary	16
George Creighton Taylor	<b>16</b>
Wesley Pharr Caudle	4
Robert John White	<b>49</b>
Matthew Steven Cline	<b>44</b>
Shane Ray Edwards	6
William Crawford White	5
Hulic Boney Ratterree	15
Harold William Rempel	2

2023

<b>York 04</b>	<b>218</b>
Glenn C Stoner	8
Joseph Owen Ridder	5
Mitchel Lee Kotula	33
Robert Leo Mercer	17
Douglas Donald Bartlett	4
Duane Boyce Davis	35
Patrick Francis Cote	10
Jeremy Richard Cleary	10
Wesley Pharr Caudle	7
Robert John White	16
Matthew Steven Cline	29
Shane Ray Edwards	17
William Crawford White	2
Hulic Boney Ratterree	19

**APPENDIX C**

**CUB AND SCOUTMASTER SURVEYS**

## Survey of York District Unit Leaders on Commissioner Unit contacts

2023

1. Do You know who your Commissioner is?
  - a. Yes
  - b. No
  
2. How often does your Commissioner have contact with your unit?
  - a. Frequently
  - b. Every once in awhile
  - c. Hardly ever
  - d. Never
  
3. Does your Commissioner visit your unit during:
  - a. Activities
  - b. Unit Meetings
  - c. Both
  - d. Neither
  
4. How does your Commissioner help you, or bring value to your unit?
  
5. What would you like your Commissioner to be doing for or offering to your unit overall, and/or to your unit leaders?
  
6. Any other comments on the Commissioner unit contact program?

Please return by email to: [mitchkotula@yahoo.com](mailto:mitchkotula@yahoo.com)

Thanks for taking the time to provide your feedback.

Mitch

**APPENDIX D**

**YORK DISTRICT COMMISSIONER SURVEY**

## York District Commissioner Survey

As part of my Doctoral Dissertation, I need to interview as many York District Commissioners as I can. The aim is to get input on how Commissioners approach their 6 or more annual unit contacts, who do they talk with, and how to contribute to making the leaders and the overall units successful.

I plan to meet each of you, one-on-one, to hear your contact advice.

1. Which of your unit activities or meetings do you want or target for a visit?
2. What is the duration of your stay during a unit contact?
3. What do you cover or talk about with leaders? Family members? Scouts?
4. How do you contribute value during your contacts?

Mitch

**APPENDIX E**  
**RESULTS FROM SCOUT MASTERS**

## SUMMARY

### Survey of York District Scout Leaders on Commissioner Unit Contacts

16 of 27 Respondents (59.3%)

2023

**1. Do You know who your Commissioner is?**

- a. Yes X15
- b. No X1

**2. How often does your Commissioner have contact with your unit?**

- a. Frequently X1
- b. Every once in a while, X11
- c. Hardly ever X3
- d. Never X0

**3. Does your Commissioner visit your unit during:**

- a. Activities X0
- b. Unit Meetings X7
- c. Both X7
- d. Neither X2

**4. How does your Commissioner help you, or bring value to your unit?**

- Our troop must have received a new Commissioner. He visited twice. Once he popped in to introduce himself, another time met with leadership to talk about our needs. He attended an Eagle Court of Honor, and I ran into him at Spring

Camporee and he offered to lead an adult training day for us. My scores reflect this situation.

- Don't know names, but he appears a couple of times and then we don't see him again and then nothing.
- Offers advice based from experience.
- Hardly ever see him. Patrick was very present and helpful when he filled in.
- At least once a quarter he comes to meetings, and more frequently he checks with me at scouting events.
- He provides guidance and contacts when I request it. He is good at talking through issues/concerns and he is generally supportive and helps us focus on key program elements, like completing the JTE elements, which I believe do serve as a good guide for a quality program.
- I am not exactly sure.
- Helps during JTE and Rechartering, as well as being able to help when questions arise.
- Give positive feedback to keep us going!
- Our Commissioner is great! X2
- He (our Commissioner) doesn't.
- He tries to find answers to any question we have.
- Serves as a sounding board for ideas and suggestions and offers support in programs. He did offer to be a merit badge counselor for the troop.
- Not much value is added, but we are well supported by our Charter Organization and are fairly self-sufficient.
- Helps to recruit parents for leadership roles and supports our boys on rank advancement. Makes time to individually talk to everyone each time he attends an event or meeting.
- Identifying potential new members to help build our unit.

- Help us with most questions asked.

**5. What would you like your Commissioner to be doing for or offering to your unit overall, and/or to your unit leaders?**

- Would like them to come in and lead a troop meeting one night. Plan out a troop meeting with a skill from beginning to end and execute.
- We do not have a feeder pack...it was lost during COVID. I would like to know what efforts are being made to help restart one in the church.
- We have been operating for so long without any assistance from our Commissioner that I don't know or even know what the "benefit" is. However, when Patrick filled in, he came to committee meetings, which was helpful because of his experience. He really helped the committee. I know other Commissioners that assist troops when they need a leader for campouts or activities.
- Could use help coordinating recruitment in schools. COVID negatively impacted bub scout recruitment, which led to shortages at troop levels. Commissioners could go into middle schools and recruit.
- Assist with fundraisers and de-conflict issues among units.
- Nothing, but just generally try to connect us with other units which might have similar interests or needs so we can collaborate.
- I would like to know what is within the Commissioner's capabilities to do for me as I do not have a complete grasp on their role other than four (sic) visits a year and an occasional email about something that needs to be done right when I am working on it.
- Maybe a few more meetings, or Courts of Honor/larger event visits for feedback. And District/Council representation. Most resources are online now or handled via email.
- Helping us to establish a working committee.
- Reaching to me, the Scoutmaster, on a regular basis to offer support and to listen to my needs.

- Visit our troop at least once a year to meet the scouts and offer support, especially during a Court of Honor.
- My last two Commissioners have been great providers of support, offering help and guidance. Just being present and offering to help is a beneficial function of the Commissioner.
- I think of how he does a much better job than any Commissioner that we've ever had in the past.
- Being more proactive with any changes to council rules and following up more with our program committee.

**6. Any other comments on the Commissioner unit contact program?**

- To be frank, I have no idea what they are supposed to do for us. Don't know job description, how many units he oversees, how often he is supposed to be in contact or when do they change out?
- Twice a year he drops in during JTE check-ins. Once in the spring, once in the fall.
- Be more hands-on? I am not sure how many units each Commissioner has. It would be nice to see them once a quarter, be more involved in troop activities.
- There seem to be a lot of leaders who still are not clear on the role of the Commissioner and how they can provide benefit.
- More education & training probably would be helpful.
- As an individual, I think the Commissioner we have is a very nice guy with all the right intentions. However when you look at the fact that I manage a 26 person leadership team in our troop, we have a very transparent relationship with each of the scouts families, and we put out an annual calendar to make it well known ahead of time what our plans are: I think that our Commissioner has sat back and said, "They have it together."
- Last year we were told to find our own sponsor because of the dissolved relationship with the Methodist Church. I think this would have been a great opportunity for the Commissioner to show face. I say that because it is my understanding that the Commissioner is very much like a diplomat and that kind

of person would have been great to have around as we were looking to address our situation.

- Even to this day, I have yet to hear from our Commissioner any comment as to how they are resolved for that.
- Long story short, I am not sure what his Commissioner role is and how he can help.
- Our troop has a good relationship with our Commissioner. Also, being in a council and district position myself, our situation is not as in need of Commissioner support as a troop who does not participate in council district events, like camporees or monthly roundtables.
- I don't feel we have any Commissioner involvement. I was hoping it would improve once Catawba joined York, but that hasn't materialized. That said, maybe I'd meet him more if I could attend Round Tables, but they always seem to fall on the same day I have other responsibilities with work, college, or my own troop.
- Our Commissioner does a great job. He gets engaged on most topics to keep us informed. Is very responsive when asked to do so.

**APPENDIX F**  
**RESULTS FROM CUB MASTERS**

## SUMMARY

### Survey of York District Cub Leaders on Commissioner Unit contacts

14 of 21 Respondents (66.6%)

2023

**1. Do You know who your Commissioner is?**

- Yes X12
- No X2

**2. How often does your Commissioner have contact with your unit?**

- Frequently X4
- Every once in a while, X8
- Hardly ever X1
- Never X1

**3. Does your Commissioner visit your unit during:**

- Activities
- Unit Meetings X6
- Both X5
- Neither X3

#### **4. How does your Commissioner help you, or bring value to your unit?**

- I don't know that title, if I knew the individual's name, I could be more specific.
- Reminder for training, coordination with district for events, fellowship.
- Really nothing I need help with, just never sure what to ask.
- We need den leaders and adult leaders so am not sure he can help with that.
- No value to our unit.
- Mainly with JTE to keep in touch with how recruiting and retention are going.
- What leaders need training.
- Will ask about committee and meetings.
- We don't interact with our Commissioner except when we see them at Roundtable.
- We do regularly interact with our executive, MacKenzie.
- Ensuring sustainability of pack needs.
- Yes, assistance with the JTE, program year plan, advancement, including cross-over ceremony.
- We have a very good and actively involved Commissioner.
- Helps us remain compliant, e.g. youth protection and training requirements.
- Always there to help with questions.
- Periodically reviews JTE.

- Ensuring sustainability of pack needs.
- Reviews JTE scorecard and changes. Help to show where we can increase scores.
- Communicates regarding district issues.

**5. What would you like your Commissioner to be doing for or offering to your unit overall, and/or to your unit leaders?**

- Help with recruitment.
- I am not sure what they should be doing. X2.
- I could really use help with getting leaders registered and setup each year – always takes months to get these straightened out and having someone with the access/ability/motivation to help us get this lined up quickly would be a big help.
- Need more visibility of training opportunities for leaders offered by the Council and what is appropriate online as well as in-person training.
- Sometimes not sure what leaders should be taking or when available.
- Try to make Roundtable meetings, but 20% I miss due to schedule conflicts.
- Honestly, as a new Cubmaster I don't know what role they would play directly to our unit, that is not already being done by someone like MacKenzie.
- I would like to ideate on ways to start up and run Lions program vs. having another Den Leader or Cubmaster be taxed with ensuring the Lion's Den has a leader.
- I see him as an escalation point and advisor. I would reach out if I needed something specific.
- He is already a huge help.

- This is for National: We need to have the JTE scorecard launched by January First. 2021 and 2022 were launched very late.
- Automated Excel files would be very helpful for packs.
- Represent the unit to the district. Take concerns/problems there and come up with resolutions.

**6. Any other comments on the Commissioner unit contact program?**

- I don't fully know what this is, so I can't really comment on it. It would be nice to have more information on it.
- The Commissioner is a great idea, but usually a JTE check-in.
- Instead of asking them "what do you need" it would be good if they have resources they can share about training and retention, etc. so they can say "have you considered these opportunities" and show us a list.
- I appreciate the outreach and focus in their area. I think getting a better understanding of how things operate at individual unit levels will bring insight to areas of strength and opportunities within the program

**APPENDIX G**

**RESULTS FROM YORK DISTRICT UNIT COMMISSIONERS**

## Commissioner Questionnaire Summary

### 1. Which of your unit activities or meetings do you want or target for a visit?

- Regular Pack and Troop meetings. X11
- Annual planning meetings. X4
- Leader and Parent meetings. X5
- Mostly unit meetings but do visit campouts when I can. This gives me a good perspective on how the unit is doing. X2
- Regular meetings, Blue and Gold banquets, courts of honor, committee meetings, Pine Wood Derby, crossover ceremonies, Eagle presentations, council/district events and end of year parties. X11
- I do not have a definite pattern of visits; in that I try to visit each unit at least once each month. X3
- Sometimes I might just need to drop something off or get a signature, so I try to come early and leave before the meeting starts. In and out.
- I do not attend events, like Patriot Point, or high adventure activities at all. They demand too much of my time.
- For seeing how a unit operates, the I target the CS Pack meeting and Senior Board Weekly meeting.
- Any unit activities I can attend also make great visits!

- For behind the scenes, if the Committee is 'active' I like to attend those.

## **2. What is the duration of your stay during a unit contact?**

- I usually will stay for the entire meeting. X3
- I check in with leaders, observe and leave once they begin work. X6
- My troops meet on Mondays, so I sometimes go from one troop and then to the other. X4
- About an hour. X5
- If there are issues, I will stay until we determine the next steps or resolve the issue.
- It varies from week to week.
- For ceremonies, I attend the entire event. X10
- Pack, BS Weekly and Committee meetings – usually stay for whole meeting.
- Activities – drop in.

## **3. What do you cover or talk about with leaders? Family members? Scouts?**

- With leaders I ask about anything that may be observed during the meeting, general questions about outings, attendance, summer camp, advancement, training, etc. X6
- I am friendly with family members and generally ask about their expectations being met or not. X6
- I do not generally talk with the individual scouts but will talk to the troop patrols and to the pack dens. X2
- General v. specific questions about the unit. X5
- The JTE evaluation is my way of guiding the leaders...it serves to be a report card on what they need to be focused upon.

- I try to look at training status before a unit visit and talk directly to the unit leader, and in many cases, the leader.
- I answer questions as best I can or promise to get back with them with an answer. X11
- If I spot a shy or looking troubled/unhappy scout, I contact them.
- How are things going?
- Leaders – I cover the training report (if not 100%) at every opportunity. I will make sure they have the resources they need and ask if there are any topics they would like to discuss.
- Family Members – I try to ensure they are getting what they want out of the program. I want to make sure they are getting the proper level of communication. I also encourage them to be involved and share their ‘gifts’.
- Scouts – I ask them if they are having fun!

#### **4. How do you contribute value during your contacts?**

- I try to answer any questions they have. X8
- I helped where the SM had questions about the Eagle process and if there are questions from the troop committee.
- I have not had to help much, other than privately with the unit leaders.
- I observe and report back on my.scouting.org X5
- I introduce myself to units, depending on the type of meeting, but always try to speak with parents and families attending courts of honor or advancement events. X3
- I am there to pass on information from the council to the unit and vice versa. X10
- I send emails to my unit leaders the night after I return from the monthly Commissioner meeting, especially to remind them of upcoming training or major issues from the council.

- My main concern is to make sure that the unit has the information they need to succeed.
- Answering questions and providing support in a timely manner. X4
- I spend a lot of time in sharing information and talking over issues with leaders. I seem to be regularly on the computer touching base. I do not log these as unit contacts, just the regular communication flow that I like to maintain. X7
- Resources and connections with other scouters. Answer any questions (or, get answers). X6

**APPENDIX H**  
**ANALYSIS AND DISCUSSION OF FINDINGS**

## JOURNEY TO EXCELLENCE

I propose focusing on seven questions related to York Commissioner unit contacts. As it turned out, those seven questions boiled down to three compound questions.

Journey to Excellence related questions covered my questions 1 – did the number of Commissioner contacts impact JTE ratings, 2 – did having more than six Commissioner contacts contribute to Gold status, 6 - did units scoring Gold experience more Commissioner visits and 7 – was there any correlation between Gold achievement and number of Commissioner contacts.

Questions 1, 2, 6 & 7:

Annual re-chartering data showed which units submitted or did not submit JTE evaluations as part of the re-chartering process. I found that not all units submitted JTE evaluations upon re-chartering, so the data on JTE ratings is only on those units which reported their JTE evaluations. The percentages of those re-chartering with JTE evaluations are given for each year.

So many units qualified for Gold, regardless of the number of Commissioner contacts, there was no correlation between number and frequency of Commissioner unit contacts and JTE ratings. The units and their leaders were responsible for meeting JTE standards and rarely missed achieving Gold status.

After reviewing five years of re-chartering figures there does not appear to be any direct correlation between the number of unit visits and the JTE rating received. Some units had very few visits and most of them had many visits. It did not matter.

Just about all the units received Gold JTE ratings each year. There were 284 total units over five years, 187 (64.84%) submitted JTE evaluations. So roughly two-thirds of units re-chartering did submit JTE evaluations.

As to the ratings of Gold, Silver and Bronze? In five years of data, the 187 JTE evaluations broke down into 155 Gold (82.98%), 18 Silver (9.62%) and 14 Bronze (7.48%).

82.98% of JTE evaluations were gold.

My guess is that the Gold units had excellent leadership, who kept focus on being a JTE Gold unit, irrespective of the number of Commissioner unit visits. That said, Commissioners

interviewed and surveyed stated that they did emphasize and regularly check on JTE status throughout the year. So indirectly Commissioners had some influence.

Finally, with such a low, 64.84% rate of JTE submissions on re-chartering, recommend that Council mandate that a JTE evaluation accompany re-chartering submissions.

Question 3 – Were the Commissioner unit contacts seen to be valuable to the units and leaders?

A very mixed bag. And certainly, the response rates for the surveys. Scouts 59.3% and Cubs 66.6%. Responses depended on the quality of the visits, as well as the number of visits experienced. I asked the Scout unit leaders: “Do you know who your Commissioner is?” 16 responses from Scout leaders.

One said no (6.66%). I was surprised as in my opinion, there should have been none.

When asked how often the Commissioner visited them the answers were: 16 responses

- Frequently: 2 (12.5%)
- Every Once in a While: 11 (68.75%)
- Hardly Ever: 3 (18.75%)
- Never: 0

Not very impressive as Commissioners need to be more than “every once in a while.” More emphasis is needed on increasing Commissioner presence in units. Some units had a lot of visits, but many were close to less than once a month.

Does your Commissioner visit your unit during:

- Activities: 0
- Unit Meetings: 7 (43.75%)
- Both: 7 (43.75%)
- Neither: 2 (12.5%)

Of note there were comments from some units that the Commissioner would just come in, stay for a short while, and then leave, without talking to anyone. Not acceptable, in my opinion.

I asked the Cub unit leaders: “Do you know who your Commissioner is?” 14 responses from Cub leaders.

Do you know who your Commissioner is: Two (14.28%) responded “no”. Not good at all.

When asked how often the Commissioner visited them the answers were: 14 responses

- Frequently: 4 (28.57%)
- Every Once in a While: 8 (57.14%)
- Hardly Ever: 1 (7.14%)
- Never: 1 (7.14%)

Like the Scout leaders, again making the point that Commissioners need to visit, and visit visibly, more.

Does your Commissioner visit your unit during:

- Activities: 0
- Unit Meetings: 6 (42.85%)
- Both: 5 (35.71%)
- Neither: 3 (21.42%)

Not positively impressive.

My belief is that Commissioners should never appear to be strangers. No one in a unit, leaders, parents, or scouts, should ask, “Who is that person?” The Commissioners should introduce themselves, make the rounds to chat with parents, always touch base with as many leaders as possible and try to remember names.

Attend activities, especially courts of honor, advancement pack meetings, banquets, Cub Gold Rush, Eagle Scout Ceremonies and Scout cross-overs. If you can, coordinate with leaders to participate in some way: hand out awards, shake hands with newly promoted scouts and ask if you can say a few words to the parents attending.

Activities appreciate someone from a higher level of management. Commissioners are the liaison between the units and the District and Council.

Questions 4: What did the unit scout and cub masters want from Commissioner unit contacts?

In order of importance, the following are the comments from Scout and Cub Masters:

- a. JTE X 8
- b. Reminders for trainings, coordination with district events & fellowship X 5
- c. Need education and training about what Commissioners can do for us X 5
- d. Training status of our leaders X 4
- e. The Commissioner is a great Idea/is doing great job X 3
- f. Help with recruiting leaders X 3
- g. There to answer questions X 3
- h. How recruiting and retention are doing X 2
- i. Advise based on experience & be frank X 2
- j. Ensuring sustainability of unit needs X 2
- k. Serves as a sounding board for ideas and suggestions.
- l. Ensuring sustainability of unit needs X 2
- m. No value to the unit
- n. Asking about committee and meetings
- o. Attending ceremonies
- p. Gives us feedback to keep us going.

- q. Instead of asking “what do you need” it would be good if they have resources that they can share about training & retention so they can say, “have you considered these opportunities” and show us a list.
- r. Were the Commissioner unit contacts contributing to diversity, parental involvement, leaders, recruitment, advancement, and retention?

Question 5 - Who are the Commissioners who complete the most contact visits among Your District Commissioners?

I went through the unit contacts by Commissioners’ data to identify the Commissioners with the greater number of contacts and either interviewed them or sent them a written survey. Their input is part of this data gathering effort.

The data collected identified the scope of the survey as to who the top performing Commissioners are, their contact assigned units, and how frequently each of them makes contacts. I also have the number units assigned from the council data, by name, for each year 2019 – 2023. I personally contacted them directly or via email to gather their best practices. Also included are many other former Unit Commissioners for additional input.

What do the Commissioners do during their contacts? This is reflected in the surveys and from meetings with Commissioners. In addition, the survey data from cub & scout unit leaders was used.

I synthesized from all the data best practices that could be later shared with Council and in districts training new Commissioners.

**APPENDIX I**  
**BEST PRACTICES FOR UNIT COMMISSIONERS**

## BEST PRACTICES FOR UNIT COMMISSIONERS

The Commissioners who are seen as being very professional and competent share many behaviors and priorities. In the research and surveys for this dissertation, the following represent the best practices in doing Commissioner unit contacts.

- Get and keep current copies of each unit's calendar plan for the year. Post all the activities on your personal calendar. You cannot do them all, but you will be conscious of what is happening.
- Activities: stay for the entire event. Unit meetings: ditto, or after they begin work/activities.
- Plan to visit each of your units once a month, in addition to some activities: regular unit meetings, banquets, courts of honor, committee meetings, Pind Wood Derby, crossovers, Eagle presentations, council/District events and end of year and holiday parties.
- Do simple assessments for each visit, plus do one detailed assessment early in each calendar year and another as part of the re-chartering process.
- Participate in courts of honor and advancement occasions with unit leader's permission.
- Determine when the unit committees meet and plan to attend those regularly.
- Attend Leader and Parent meetings and annual planning meetings.
- Be present and in uniform when visiting units.
- Share information from Commissioner, District and Council meetings.
- Speak with leaders about training status, JTE progress and upcoming events.
- Listen to unit leaders and be a sounding board for ideas and suggestions.
- On every occasion, circulate among parents and attenders, introduce yourself and chat.
- Query family members to ensure that are getting what they want out of the program and encourage them to be involved.
- Ask for information, give it, or follow through to find answers.
- Post [my.scouting.org](http://my.scouting.org) regularly and as soon as possible.

- Use the JTE evaluation to help guide leaders. It serves to be a report card on what they need to be focused upon.
- Maintain email contact with your unit leaders.
- Help unit leaders to reward and give recognition to their leaders.