

***Improving Roundtable Participation with Inclusion***

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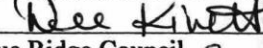
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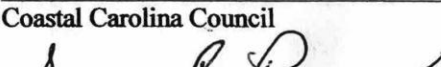


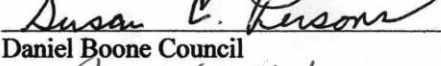
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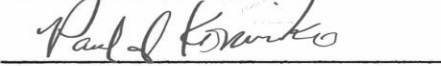
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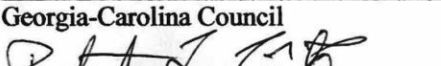
  
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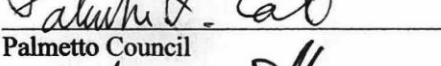
  
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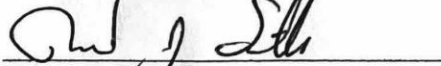
  
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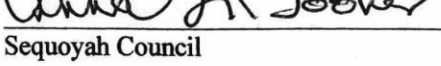
  
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## ABSTRACT

The subject of this paper was to improve the attendance and participation at Roundtable by including other arms of the program in Boone Trail District. The Roundtable as an event is the part of the District open to everyone but designed for leaders. Roundtables are a one-stop shop for all things District. They are a forum for leader discussion and group counseling. They are a source of entertainment. They are a source of news and training. The conceptual framework for this study was Sendjaya's Servant Leadership Model based on the Self-Determination Theory. Implementation of these processes improved unit attendance from 30% to 45%. The intervention that gained the most attendance: Cub was craftmaking (tomahawks); Scouts BSA was a speaker from a community service agency after Hurricane Helene; Crew was a camping program; Order of the Arrow was the holiday program. The members of the two Posts did not attend Roundtable. The successful interventions were new survey methods such as Post-it Voting, changing Roundtable programs to include a Pop-Quiz, a First Aid Moment, and offering an attendance Grand Prize. Youth were attracted to camping programs. Youth leadership opportunities were managed through the Order of the Arrow and one Troop implementing District events. Unsuccessful events involved group work or group games. Further studies could examine these interventions and focus on variables that explain differences in participation. Additional work could utilize the Servant Leadership Behavior Scale-6 with volunteers to identify leaders or targeted training.

## CHAPTER I

### INTRODUCTION

The idea of Roundtable seems to be as old as the Boy Scouts of America (BSA). In 1907, Baden-Powell organized the Scouting Movement, drawing on a vast variety of sources. He pulled ideas from his military service, from Native Americans, from literature and art, and from mythology (Baden-Powell, 1908). Right from the start, he seems to have emphasized the need for leaders to gather and focus on their mission: teaching leadership to youth. The BSA is one of many youth organizations but is one of the few that holds leadership development as one of its four main principles. Baden-Powell seemed to believe that leadership was a skill that could be taught (Baden-Powell, 1934). There are ways to develop these skills even if a volunteer is not a natural leader. One way to improve leadership skills would be to work with other leaders. The BSA established Roundtable for each District, and these usually meet once per month year-round as Scouts BSA, Crew, and Post are typically year-round programs. Cubs typically follow the local school schedule. Roundtable can be a key ingredient for leaders to gather to work on their problems (BSA, 2024). Setting yourself up to be a leader can involve the concepts of shame and vulnerability (Brown, 2012). Leaders often choose to be in a vulnerable position, and being the sole leader of a group of minors for which you are responsible takes a certain type of personality (Brown, 2018). Those leadership skills can be termed psychological determinants which are prosocial behaviors that can be improved and honed. But it usually will take place in a secure milieu with clearly defined boundaries (Johnson, 2012). Roundtable may be more attractive to leaders willing to work the process; it may be avoided by leaders hesitant to

work through this process. Roundtable needs participants; one way to gain more people is to make it fun and entertaining. However, Roundtable needs to move from entertainment and from counseling to an interactive process involving all walks of life from the district. Having a more diverse set of leaders willing to work on projects collectively may solve problems and be entertaining. A meeting rich in diversity will result in solutions rich in creativity. This will be explored with the newly formed Boone Trail District in Sequoyah Council. This new district voted on the name with an on-line survey of adult leaders. The name comes from Daniel Boone, an early American pioneer that blazed The Wilderness Road through our area in 1775. This accomplishment was celebrated with the 250<sup>th</sup> Wilderness Road hike in the spring of 2025 (Daniel Boone Wilderness Trail Association, 2025). This new district faces numerous challenges that will be explored. The solutions that Roundtable can offer will be investigated and implemented. The first task was to get more leaders from different program arms of the district to meet. We have a new venue that provides more flexibility spatially but not geographically. Meeting times will have to change from the old districts plus limited due to travel and busy schedules. With the new district there is untested leadership. Additionally, there are changes at the National level with Cubs and corporate re-branding. With all these changes occurring simultaneously, there is a real danger of getting leaders lost on the trail. If Roundtable provides the appropriate social scaffolding, then the units can learn and promote their program. Leaders can use Roundtable to develop skills and make connections with other leaders to meet the needs of their community. This process will focus on identifying volunteer motivation then strategies for development, recruitment, and retention.

## CHAPTER II

### REVIEW OF LITERATURE

In this study, these databases were accessed: ResearchGate, LibKey, BrowZine, Elseiver, Archives of Appalachia, Google Scholar, Archives of Piedmont-Appalachian College of Commissioner Science. Within those databases, the following keywords were used: volunteer, Self-Determination Theory, Sendjaya’s Servant Leadership Model, Eagle Scout, Roundtable, Scoutmaster, leadership. Google was used for factchecking and policy statements from organizations.

#### Conceptual Framework

The idea of Roundtable seemed to have been started by Baden Powell. With his training in the military, he knew the value of training soldiers to work in the field. He would train his troops for the parade field, but he acknowledged that training did nothing to help the calvary on the battlefield (Baden-Powell, 1934). For the modern time, the BSA has re-defined Roundtable as:

“Roundtables provide unit leaders with the *skill to do* and the *will to do* what is needed to ensure that every member of every unit has a great Scouting experience. Roundtables build upon the foundation provided by position-specific basic training and each leader’s commitment to serving youth through Scouting. Roundtables serve unit leaders by: providing networking opportunities; offering current program training; providing and capturing information through unit leader/commissioner collaboration.” (BSA, 2026)

Roundtable meetings have been defined as a way for leaders from different arms of the program to come together and learn about new training, share ideas, and plan district-wide

activities. (Hershberg, 2015). The idea of producing an out-of-school program would be to provide developmental assets in the ecology of youth. These assets are described by the Positive Youth Development perspective and have been found to promote beneficial outcomes. These are summarized as improved health (mental and physical), academic, civic, personal motivation, future orientation (Lerner, Lerner, Bowers, & Geldhof, 2015). Successful programs consist of three key features:

1. Opportunities to develop and sustain positive relationships with adult leaders
2. Opportunities to develop important life and leadership skills
3. Opportunities to apply learned skills in valued activities across contexts.

(Roth & Brooks-Gunn, 2003)

Many youth programs share these characteristics. The adult leaders in these programs influenced youth in their care with support and guidance through mentoring to build commitments, trust, and respect. This should result in pro-social youth outcomes of self-esteem and confidence (Rhodes & Lowe, 2009). Results from the Character and Merit Projects (CAMP) focuses on the Boy Scouts of America specifically for urban outreach to youth in schools (Hilliard, 2014). The program specifics of BSA were natural learning, peer mentoring, and merit badges. One part of this study was on successful adult leaders. Leadership characteristics were caring, supportive, holding youth to high standards. This program fits the Positive Youth Development Big Three concepts. Indicators of success are evidenced by scouts with character development, improved confidence, helpful outlook, strong relationships, developed perseverance, and academic achievement. This fits with the four aims of BSA: character development, leadership

development, citizenship training, and personal fitness (BSA, 2024). One facet of Roundtable would be to support the Four Aims of Scouting. These were studied by The Harris Poll in April 2024 that reported a clear majority of people in the United States of America believe the BSA instills positive influences of the lives of youth that include character development, leadership, and community involvement (BSA, 2024).

One aspect of Roundtable is leadership. There is much written about leadership, and with BSA, the idea of servant leadership seems to apply. The *Scoutmaster's Handbook* was updated in 2007 to include servant leader. Some scouting scholars have mentioned that Baden-Powell may have started the servant leadership movement when he introduced the scouting movement (Rohm & Osula, 2013). To better understand these characteristics, we will look at the beginning of servant leadership.

The earliest idea of leaders serving their community relates to many of the world's religions (Sendjaya, Serros, & Santora, 2008). The modern model of servant leader was developed in 1970 by Greenleaf. This type of leadership was defined as focusing on the well-being and growth of the people in the community in which they belong. The servant leader wants to share power in the development of others (Greenleaf, 1970). This is opposite of a transactional leader to whom the primary focus is to gain power and influence (Bass & Avolio, 1994). Not everyone agreed with the servant leader definition as Sendjaya's et. al. early work focused on the non-profit organization indicated one problem was "the very notion of 'servant as leader' is an oxymoron." (2002: 57). Further, Sendjaya listed at least 101 characteristics of

servant leadership (2003). Eventually, researchers settled on six characteristics of servant leadership (Sendjaya, Sarros, & Santora, 2008). Comparing these leadership theories, one study offered the World Organization of the Scout Movement seems to embody the model described by Sendjaya, et. al. comparing these traits to scouting values:

1. Voluntary Subordination (willingness to serve) is reflected in the Oath “help other people at all times.”
2. Authentic Self (Humility, Integrity, Accountability, Security, Vulnerability) is reflected in the Oath “obey the Scout Law” and Law “Loyal, Thrifty”
3. Covenantal Relationship (Acceptance, Availability, Equality, Collaboration) is reflected in the Law “Courteous.” This is included in Baden-Powell’s term that “a scout is a friend to all and brother to every other Scout.”
4. Responsible Morality (Moral reasoning, Moral action) is reflected in the Law “clean in thought, word, and deed”
5. Transcendental Spirituality (Religiousness, Interconnectedness, Sense of Mission, Wholeness) is reflected in the Oath “duty to God and country.”
6. Transformational Influence (Vision, Modeling, Mentoring, Trust, Empowerment) is reflected in the motto “Be Prepared”; in the Oath “I will do my best.” This is included in Baden-Powell’s term that a scout “smiles and whistles under all difficulties.” (Rohm & Osula, 2013: 35-36).

One of the questions remaining in the CAMP study was adult leader qualities, or what makes a successful leader. The CAMP focus groups were conducted at Roundtables, so these leaders were already engaged and committed to the BSA program. These leaders recognized the best influence of the Scouts were developing caring relationships, having opportunities for learning skills, supporting the scaffolding for leadership with peer-to-peer skill development, and giving opportunities to apply these skills in defined learning environments and in other aspects of life. A common refrain was “leadership in Scouting is every day for every boy” (Hershberg,

2015: 10). These leaders set the stage for character development. A definition of pro-social character outcomes are Helpfulness, Friendliness, and Rule-following (Hilliard, 2014). For example, if a leader agreed to participate in an event, then working the event to completion exemplifies trustworthiness. These leaders also went a step further by explaining “moral lessons” with each badge and how it applies to the Scout Oath (Hershberg, 2015: 10). These skills are transferable to other contexts of life such as home and school. The Scoutmaster Minute at the end of a meeting is a valuable opportunity to emphasize moral points, “it sinks in after a while.” This emphasized the consistency of weekly meeting with the Scout Oath and Scout Law (Hershberg, 2015: 12,13).

Another aspect of BSA is the opportunity to try new things in a safe environment. The idea of BSA being a good place to fail is a commonly repeated phrase. However, with this focus group there was a new phrase, “There’s never a fail. There’s only pass or incomplete. You can always complete it at your own pace” (Hershberg, 2015: 13). Developing life skills is an important aspect of the Scouting program. BSA has a commitment to inclusion and tolerance as explained by one leader, “Scouts has always been the place where young people can go that maybe think they’re different, feel different, and not be different...We’re all khaki.” Another leader mentioned, “They know to be a Cub Scout all you need to do is be yourself, be respectful, and be a good citizen” (Hershberg, 2015: 14).

Leaders brought realism to the program by sharing their own lived experience as a “good” component of adult leadership that helped units to excel (Hershberg, 2015: 15). Leaders

expressed frustration in getting parents to engage and participate in the units. Some leaders felt some parents were not equally equipped to model character for Scouts. They felt the importance of modeling hope for Scouts, but for some youth, this message was difficult due to their day-to-day lived experiences. The leaders felt that systemic support for help in delivering the program would be beneficial – this has been successful in other youth organizations, but there was no national program manual. They had heard of other programs teaching out-of-reach skills through planning and ingenuity. It should be noted the CAMP study for urban outreach was completed prior to the Citizenship in Society Merit badge. Additionally, this study seems to imply there was about 60% participation of district leaders in an individual unit (Hershberg, 2015: 20, 21). The comparison of the six characteristics of the Sendjaya Leadership Model revealed a common set of shared values of BSA and servant leadership. It was in *Scouting for Boys*, where Baden-Powell exemplified the values of responsibility and leadership when boys take command of a game. He thought He seems to indicate these leadership traits can be learned under fair play (Baden-Powell, 1908).

Other studies have focused on the effect of servant leadership on Eagle Scouts. They list characteristics of leadership and service (Rohm, 2014). Other studies have shown Eagle Scouts (Eagles) report scouting values have contributed to their prosocial development and are more likely to carry out behaviors in later life that reflect these values. Eagles are more likely to be physically active, participate outdoors, and be civically engaged. They seem to have character traits that relate to work ethics, respect for morality, respect for diversity (Jang, 2012). Finally,

the Order of the Arrow may have the most succinct definition of servant leadership, “remain unselfish in service and devotion to the welfare of others” (Tahmazian, 2023).

Another facet of Roundtable would be to offer networking opportunities with the meetings. Looking back to the beginning of the Boy Scout movement, Lord Baden-Powell had an idea for alternative education. He worked with a network of educational reformers from 1900-1939. In this respect, Baden-Powell wanted to offer a different way of training youth that began in earnest in 1911. This type of education was termed the “Scout scheme” (Luoto, 2022: 542). This idea grew to include adults and culminated in the first Wood Badge in 1918 (World Scouting, 2024). Education of adult leaders was seen as key factor in the Scout movement. This follows some aspects of the Self-Determination Theory which study motivation and social development in a cultural context. Further engagement activities are related to supporting a person’s experience of autonomy, competence, and relatedness. Hoogerhyde (2024) found these experiences rank high with Scoutmasters. The Self-Determination Theory has several sub-sections, and it seems the Basic Psychological Needs Theory meets the experiences of the Scoutmasters best. This sub-theory relates to the psychological wellness and optimal functioning on meeting the needs for autonomy, competence, and relatedness. These three needs are key and efforts to offer cultural support for the development of Scoutmaster would be an important aspect of Roundtable. (Center for Self-Determination Theory, 2024).

## **CHAPTER II**

### **HISTORY OF SEQUOYAH COUNCIL AND BOONE TRAIL DISTRICT**

The Sequoyah Council of the Boy Scouts of America was established in 1936. The Council's territory covers several counties in Tennessee and Virginia of a combined statistical area, comprising 740,805 people: covering 6585 square miles (US Census, 2024). Originally, Buffalo Mountain District consisted of Washington County, Unicoi County, and Carter County, Tennessee. The neighboring district was Wilderness Road District consisted of Sullivan County, Tennessee and Scott County, Virginia). In 2023, it was proposed to combine these two districts into one. A vote was held and the winning name was Boone Trail. Thus, this new districts cover 284,247 people and 1,444 square miles (US Census, 2024). Cities in Boone Trail mostly fall along Interstate 26 creating a corridor of cities with transportation along the interstate. These older districts had already worked together for a Tri-District Klondike for Scouts BSA for several years and a Tri-District Pinewood Derby for Cub Scouts. The combination of these two districts into Boone Trail should be a smooth process. However, it is known that combining districts can revive old rivalries that could indirectly affect participation.

Sequoyah Council partnered with East Tennessee State University to conduct a study of our Council and recommended improved communication between the Council and the Districts (A. Johnson, personal communication, March 25, 2024). The Council began holding a combined commissioner meeting in Kingsport every quarter. These meetings provide a time for the various committees to meet as a group and share ideas across Districts. One committee missing from the combined commissioner meetings was the Roundtable Committee.

Seeing a lack of Roundtable resources, this spurred evaluation of our Buffalo Mountain District Roundtable. We explored Commissioner Colleges that offered Roundtable education. Taking these ideas, gradual changes began at the Roundtable in 2024. These interventions were implemented with the District Commissioner, Kristi Lawson, and Assistant Roundtable Commissioner, Priscilla Dollard.

The Buffalo Mountain District Roundtable had undergone several changes prior to 2024. There were a few Assistant Roundtable Commissioners for the Scouts BSA. There was a well-versed Cub Scout Assistant Roundtable Commissioner that had worked with Roundtables for many years. Her knowledge and talent were invaluable when we started examining how to improve the Buffalo Mountain Roundtable. We started with Likert (a five-point numerical survey) and written surveys. We attempted to gain feedback by posting a list of topics for the leaders to vote for their interest. Getting a sign-in sheet to be used consistently was proving problematic. We implemented a few changes that provided some help, but they were not significant. Upon learning about the proposed new Boone Trail District, we began working with the Wilderness Road Roundtable Commissioners. We saw this as an opportunity to reform our Roundtables.

## CHAPTER III

### METHODS

For this study, data collection was by attendance roles, survey question, Likert-questionnaires, and Dot-Voting. The intention was to use multiple means of data collection that would be amenable to adults and the Senior Patrol Leader. From experience of the District Commissioner, written surveys have proven ineffective. When the surveys were changed to electronic, participation improved, but the data collection was still insufficient for comparisons and no consensus was reached (K. Lawson, personal communication, May 2, 2024). Questionnaires were developed from past papers in the Piedmont-Appalachian College Archives: (Brooks, Lucas, Rollins, Stoner, Taylor, Wentz). The Sequoyah Council Executive formed the new Roundtable Committee and these same individuals served as the Dissertation Team. This group took Roundtable surveys from prior Appalachian-Piedmont dissertations and used them to guide our plan to get information from the unit leaders to improve Roundtable. Thus, we developed two different Likert-Scale Roundtable surveys (Appendix A). The idea of Dot-Voting was proposed, and a voting matrix was developed (Appendix B). We developed an alternative to Dot-Voting described as Post-it Voting (Appendix C). Each participant was given small colored Post-it note and pencil. The participant would write a comment and stick it to the topic matrix attached to the wall. We wanted to get impressions from the leaders and picked a variety of issues and ideas. Some were unit level issues and activities. Some members of the Roundtable Committee wanted to get feedback about district events, so we bolded the events that would be on the district level. We developed a Start-Stop-Continue paper survey that was attached to the

wall (Appendix D). Another poster listed questions and Cries-For Help (Appendix E). Another post was listed as Roundtable-Wish-List (Appendix F). One final survey option was a large blank sheet of paper attached to the wall in a separate corner encouraging participants to Draw-Your-Vision-of-Scouting-Success. Roundtable staff were trained during Commissioner meetings prior to the kick-off event. Roundtable staff met immediately following Roundtable for a 10–15-minute debriefing. Data collection was completed after the debriefing and disseminated at the next Commissioner meeting. To gain qualitative feedback from the Crew, Post, and Order of the Arrow relied on contact with each of the leaders with a quick phone call. Other methods of feedback had been tried previously such as text and email, but direct phone call has proven the best way to get a quick 5-minute feedback pearl. These pearls were collected and reviewed with the Commissioners at the next district meeting.

### **Issues of Trustworthiness- Ethical Procedures**

Qualitative research can help delineate complex processes, but researchers must consider ethical concerns. These concerns must be addressed to ensure research integrity and trustworthiness. Prior to conducting this study, approval for the study and design was gained from the Scouting Executive and District Commissioners. Approval to access the membership of the Sequoyah Council BSA was granted for the monthly Roundtable meetings. This could include the adult leaders and scouts, some of whom would be minors, members of the community, and guests. Participation in the study would be voluntary, i.e. implied consent, and anyone could choose not to participate at any time. No names of the participants were

transferred to the research team. A final consideration of research collection is the data is recorded accurately and transparently. The analysis efforts must remain ethical. The findings must be used responsibly. The data and collection were available to the Scout Executive and parents upon request.

## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

The Roundtable Committee met after the Kickoff event and reviewed all the qualitative and quantitative surveys. The most successful qualitative survey was Post-it voting. A few people elected to write their bigger idea in the comment section provided. This voting process seemed to be the most effective way to get members out of their chairs. One issue that needed more time was fielding the many questions on how to perform the voting as initial explanations were insufficient. Having someone demonstrate the Dot-Voting process while it was explained may improve the results. The Start-Stop-Continue poster garnered several written responses. The Cries-for-Help poster gathered specific questions with names and unit numbers. These names were forwarded to their unit commissioner. Some people added their name to volunteer with the district-level events. These volunteers were forwarded to the District Committee. The Roundtable-Wish-List gathered a few comments about National and Council policies. The Draw-Your-Vision-of Scouting-Success was used by the youth for doodling. But they had a great time huddling together and drawing and laughing away from the adults.

These surveys were collected by the Roundtable Committee, and the results were summarized by each survey. The qualitative surveys included comments that were extremely valuable. The qualitative data collected by the Roundtable Committee revealed the potluck dinner was the most popular. The second most popular suggestion was the holiday party. Many comments related a desire for improved communication from the district. The Post-it Note Surveys indicated interests in policy issues, adult training, and leadership retreats. Council

events were popular, such as flag placement and wreath placement at the local Veteran's Affairs Cemetery or the Haunted Weekend at Camp Davy Crockett. The most popular scout suggestions were high-adventure camp, climbing, and fire-building. The Start-Stop-Continue survey gathered many written comments relating to starting leader training, better communications, and catered dinners. The participants wanted to continue the food and fellowship. There were no Stop comments. The youth had a separate set of surveys on the wall. Their top comments were more travel, more camping, learning what to teach, and more medical topics.

The Roundtable Committee then turned to the quantitative data from the Likert Surveys and tabulated the results. There were two separate surveys presented at the Kickoff Meeting and these two surveys were repeated at the last Roundtable of the season. There were about forty Likert Surveys handed out; Survey One returned nine each time and Survey Two returned seven each time showing consistency in response rates. These surveys indicated the mechanics involving Roundtable scored high (4+) and improved over the year. The Committee was more interested in low-score items: activities need to include everyone, venue was not adequate, special events discussed and planned at Roundtable; these low-score items were prime opportunities for improvement. The surveys seemed to indicate people from the former Districts were not being included. Occasionally, a leader wrote a comment on the survey

form, and those comments were included. There was at least one leader that did not answer every question, and those skipped questions were indicated.


**Table 1: Boone Trail Roundtable Likert Survey**


Boone Trail RoundTable Likert Survey results comparison from season 2024-2025														
Survey Number 1 questions	Survey No 1 administered 8/1/2024 (n=9)							Survey No 1 repeated 5/1/2025 (n=9)						
	comments	1	2	3	4	5	NA	Comments	1	2	3	4	5	NA
Are Roundtables well planned				2	3	4						3	6	
Are special events discussed and planned at roundtables			1	2	4	2				1	1	3	4	
I like the handouts at roundtables				2	3	4			1		1	3	4	
Do you think the roundtable staff are leaders trained to present a well-planned program				1	4	4				1		2	6	
Is there enough fellowship at roundtable				1	3	5		"No Summit Foundation"	1			5	3	
Are the meeting time and place adequate	"Need a bigger room"			2	3	4		"Shorter" "longer" "stay on time"		2	4	2	1	
Is the length of the meetings adequate				1	6	2					1	4	4	
Were activity planned to include everyone present				3	3	3					1	5	3	
Do you have fun at roundtable	"I learn something each time"			1	5	3					1	4	4	
Survey Number 2 questions	Survey No 2 administered 8/1/2024 (n=7)							Survey No 2 repeated 5/1/2025 (n=7)						
The topics discussed at roundtable meetings are relevant and useful for my unit	"What about breakout?"			2	3	2						5	1	1
I feel roundtable provides valuable networking opportunities with other leaders	"Low attendance"		1	1	2	3					1	2	4	
Roundtables are well-organized and efficiently run				1	4	2						4	3	1
If you have attended any roundtable in the past, then do you think this roundtable is getting more people involved?				4	1	2					3	3	1	
Is there enough fellowship at roundtable	"could"				3	3	1			1	1	1	3	1
The communications about roundtable are clear and timely			2	1	2	2					3	2	2	
If you have attended any roundtable in the past, then do you think this roundtable is getting more youth to participate in the new district			1	4	2					1	1	3	2	
I feel roundtables are welcoming to all leaders, regardless of background or experience					3	3	1	"Staff need to greet people"		1	1	2	3	
I feel my voice is heard at roundtable				1	4	1				1	3	1	2	

The Roundtable Commissioners took this information and decided to continue meeting at the Summit Leadership Foundation. The Foundation was not perfect, but it was equal distant to

the cities. The Council Service Center was not adequate and only used as a backup venue. Most leaders seemed to accept the venue. We were fortunate to have a member of the Roundtable staff that worked in a district for many years, and she managed all the sign-ins and emails. She was instrumental in guiding our messaging. She helped simplify the sign-in sheets. Further development of the sign-in sheets grouped the attendees by arms of the program and by unit number. This proved easier for attendees to sign up. This made it simpler to enter data into Commissioner Tools.

**Table 2: Sample Sign-In Sheet**

District Leaders				Boone Trail						
Unit	Position	Name	Email	Aug	Sep	Oct	Nov	Dec	Jan	
28	84	Leader One	-	X						
37	80	Leader Two	-							
48	82	Leader Three	-	X						
48	84	Leader Four	-	X						
130	83	Barger, Shane	dsbfnp@gmail.com	X						
240	81	Leader Six	-	X						
240	80	Leader Seven	-							

Cub Leaders				Boone Trail						
Unit	Position	Name	Email	Aug	Sep	Oct	Nov	Dec	Jan	
37	CM	Leader Ten	=	x						
49	DL	Leader Eleven	=							
130	CC	Leader Twelve	=	x						
130	DL	Leader Thirteen	=							
240	DL	Leader Fourteen	=	X						
240	DL	Leader Fifteen	=	X						
516	DL	Leader Sixteen	=	X						

We set up a new Boone Trail District Facebook page, but it was less successful, and a succinct email seems to be the best. After the meeting, we distributed the Roundtable Roundup that included any paperwork, the announcement crawler, and any shout-outs. The announcement crawlers had been developed years ago and consisted of a PowerPoint of announcements that was presented at the beginning of the meetings and was set to loop.

Since the qualitative data indicated a strong preference involving food, we gathered nine 4-inch Dutch ovens as attendance prizes each Roundtable. There was a 12-inch oven to be the grand prize at the end of season. This proved successful – one time a 4-inch oven was forgotten; the unit leaders contacted us frequently to remind us to bring “their” oven. One problem occurring frequently was attendance ties between two units. Several methods of breaking a tie were attempted: choosing random numbers, playing a game, or choosing birthday. Eventually, we settled on handing out tickets we had intended for door prizes; a ticket was chosen for the winner. One word of caution about prizes: the kick-off meeting included door prizes with the winning number taped on the bottom of the chair. Everyone simultaneously turned over their chairs causing several mishaps. Tickets proved much safer. The potlucks continued each meeting except for the Continuous Campfire Roundtable where snacks and hot drinks were provided from a local coffee shop. The food theme continued with the end-of-the-year party (Holiday Party) where each brought their favorite holiday food with holiday-themed games. Several unit leaders took the games and used them at their unit meetings. To ensure safety, the Roundtable stopped each game and strategized the potential responses of the youth to each game.

The games were reviewed for safety and potential injury. Some games need modification due to units with other faiths.

Next the Committee looked at changing the format of Roundtable. We held one combined Roundtable on membership since there were so many new policies from National. One successful idea was a Pop-Quiz at each roundtable related to the topic of the month. We did not pre-plan these; we let current events determine the Pop-Quiz. For example, when membership rules were changing, we had a quiz about membership rules. Correct answers were able to grab from a treasure chest of old scout memorabilia. When Hurricane Helene flooded the area, the Pop-Quiz was coordinated with the Safety Moment to have the leaders bring in flood-related items. Winners placed their item into a cleaning bucket, and six buckets of supplies were donated. When President Carter passed away and flags were half-mast, the Pop-Quiz covered flag etiquette, and the prize was a small handheld flag.

We struggled with the best way to offer leader training during the limited time at Roundtable. We changed Safety Moment to First Aid Moment. This was conducted by a Nurse Practitioner with Emergency Room, Haz-Mat Operator, and Wilderness First Aid (WFA) certifications. At each Roundtable, a different First Aid lesson was given with a small first aid item given out. We wanted to ensure each leader had at least one item to carry and use for practice. At the Continuous Campfire Roundtable, a short lesson about wildfires was discussed due to the wildfires burning from Hurricane Helene. This culminated in the Sequoyah Council National Eagle Scout Association bringing in the first aid kits they built to show the leaders what

would be available for units at camp. We invited the Training Coordinator of the District to lead a combined Roundtable to cover training issues.

The Buffalo Mountain District had a tradition of scheduling programs for youth. We elected to continue this tradition with Boone Trail and leaders from the Wilderness Road District were invited to help organize the flag placement at the Veteran's Cemetery. We organized HAM radio operators for Jamboree-On-The-Air but it was not successful. We adjusted our efforts to get youth involved. We scheduled Roundtable to meet outside at the Continuous Campfire, but the youth of the Order of the Arrow were responsible for organization and implementation. We scheduled the District Camporee, but the organization and implementation was given to the troop that volunteered to lead the event.

Interventions were implemented to improve the participation with Roundtable. With the new district there was concern about loss of attendance from a variety of issues. Fortunately, the kickoff event attracted about 45 participants and Commissioners were introduced. Next year we plan to hold a Commissioning ceremony at kickoff. Attendance improved from 32% of units to maximum of 45% of units. The Order of the Arrow lodge co-located their lodge meetings with Roundtable. The Crew presidents and SLP's attended a few Roundtables. They showed the most interest in the camping Roundtable. The most popular Roundtable with Youth was the Holiday Party.

## **CHAPTER V**

### **SUMMARY**

In conclusion, the changes made to the new Boone Trail District Roundtables were successful. There were many changes to navigate for this Roundtable. Both old Districts: Buffalo Mountain and Wilderness Road had long-standing established Roundtables. However, with multiple levels of change in the Scouting Organization, we think a real benefit was offered. We managed to combine two districts into a new venue and a new style of Roundtable. We navigated the new membership requirements at the individual level; then the new online recharter system at the unit level, and the change of the doing business as “Scouting America.” Additional stress was placed on our region as we experienced our first hurricane with flooding and wildfires. This was a time of community service and the relationships we built were able to withstand the trial by fire (and flood). The units most affected by the floods aided their communities without fail. The Council held a contest for a Hurricane Recovery Patch, and a Cub Scout Pack won the contest (Appendix G). The patches were awarded to Scouts volunteering in their community’s recovery efforts. Those units not directly affected by the flooding were there to help the units that were caught in the storm. The youth were able to see a natural disaster that many of us had never experienced; they were able to see the adults model leadership in their community. This was aided by improved communication in the District and Council in coordination of the local National Eagle Scout Association.

Our Roundtable team has improved a method of getting survey information from adult leaders. We found that Likert Surveys, repeated at the end of the Roundtable season, had poor responses. However, the use of Post-it Voting improved the quality and quantity of responses. Based on the adult leaders' suggestions, we improved networking and fellowship opportunities. However, we experienced decreased participation and inclusion, challenges that will need to be addressed in the future.

Several successful suggestions will be repeated at the end of the season to see if there are changes in attitudes and feelings. The Roundtable numbers have improved, but the significant metric we want to measure is the strength of the relationships between the Commissioners and the Unit Leaders. We think that utilizing Sendjaya's Servant Leadership Behavior Scale will provide a framework to measure personality traits of adult leaders. This should give the Roundtable staff insight into the unit staff. Working to build the competence and relationships of these Scoutmasters is of paramount importance to the culture of our Scouting Movement. Giving the Scoutmasters the training to be more autonomous in their units should improve the program.

The items we still need to work on are getting more youth involved. We had some youth leaders attend several Roundtables, so this was a first for our Council. As they attend Roundtable and participate, perhaps they will take a leading role at Roundtable. This idea of leading youth did not work with the Jamboree-On-The-Air but did work with the Continuous Campfire and the Camporee. We will continue to ask the youth leaders what they envision for their scouts. We plan to continue involving them with the aims of the program. For example,

one of our Eagle Scouts in our District designed the Council Service Patch for the 2024 Eagle Graduating class. We are holding a patch design competition for the flag placement at the Veteran's Affairs Cemetery.

We are already using this data to plan for the next season of Roundtables. Hopefully, we will build on the methods developed in this paper to improve Roundtables for next year. Areas for future research would be improving feedback from leaders. One area of focus would be to use the Servant Leadership Behavior Scale to identify leaders and for targeted training.

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**APPENDIX A**

**Likert-Survey Number 1 & 2**

**Boone Trail**

**Roundtable Survey No 1**

2024 season

Are Roundtables well planned						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
are special events discussed AND planned at roundtable						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
I like the handouts at roundtable						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Do you think the roundtable staff are leaders trained to present a well-planned program						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Is there enough fellowship at roundtable						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Is the meeting time and place adequate						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Is the length of the meetings adequate						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Were activity planned to include everyone present						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
Do you have fun at roundtable						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		

**Boone Trail Roundtable Survey No 2** 2024 season

The topics discussed at roundtable meetings are relevant and useful for my unit						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
I feel roundtable provides valuable networking opportunities with other leaders						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
roundtables are well-organized and efficiently run						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
if you have attended any roundtable in the past, then do you think this roundtable is getting more people involved						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
I feel roundtable provides valuable networking opportunities with other leaders						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
the communications about roundtable (e.g. reminders, agendas) are clear and timely						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
If you have attended any roundtable in the past, then do you think this roundtable is getting more youth to participate in the new district						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
I feel roundtables are welcoming to all leaders, regardless of background or experience						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		
I feel my voice is heard at roundtable						
1	2	3	4	5		
strongly disagree	disagree	neutral	agree	strongly agree		

APPENDIX B

Dot-Voting Poster

**Boone Trail Roundtable Dot-Voting  
(District questions are in BOLD)**

YPT	Camping	LNT	Backpacking	First aid / WFA
Recruiting	Training for adults	Training for youth	Cycling	Water safety
Kayak	<b>JOTA/JOTI</b>	Ham radio fox hunt	Native American heritage	History
Guns / knives	Fire	<b>I want to help with Webelos Woods</b>	I need help with Scoutbook	Internet advancement
Rank advancement Cit in Society	Crafts	Langston Center	Theater	<b>I want to help with Haunted Weekend</b>
<b>I want to help with district Camporee</b>	Help with eagle ceremonies (CoH)	<b>Flag placement and wreaths at cemetery May / December</b>	<b>Continuous campout / flag etiquette</b>	Questions about summer camp
High adventure camp	Finances	Fundraisers	<b>Distinguished citizen ceremony</b>	Awards banquet in march 2025 instead of RT
Annual planning sessions	<b>Help preparing for winterfest</b>	What training can be done at roundtable?	<b>Help with Frontier camp</b>	End of year party (holiday) in December RT
Help with RT	<b>Help with commissioner service</b>	<b>Help with Wednesday crew</b>	my unit will help with RT (flag, skit)	I need help with my COR
I need help with uniform/class B	<b>I need help from my unit commissioner</b>	<b>I need help from my RT commissioner</b>	<b>I need help from my district commissioner</b>	<b>I want to help MBU in March</b>
I am a Den Leader, now what	I am a cubmaster, now what	I am a committee member, now what	I am a scoutmaster, now what	I am an Advisor, now what
I am a patrol leader, now what	I am a SPL, now what	I am a President, now what	I am a Den Chief, now what	I want to do more COPE
My youth are bored with CDC, we need somewhere else to go				

APPENDIX C

Post-It Voting Posters

**Boone Trail Roundtable Post-It Voting  
(District questions are in BOLD)**

YPT	Camping	LNT	Backpacking
Recruiting	Training for adults	Training for youth	Cycling
Kayak	<b>JOTA/JOTI</b>	Ham radio fox hunt	Native American heritage
Guns / knives	Fire	<b>I want to help with Webelos Woods</b>	I need help with Scoutbook

**Boone Trail Roundtable Post-It Voting  
(District questions are in BOLD)**

Rank advancement Cit in Society	Crafts	Langston Center	Theater skits
<b>I want to help with district Camporee</b>	Help with eagle ceremonies (CoH)	<b>Flag placement and wreaths at cemetery May / December</b>	<b>Continuous campout / flag etiquette</b>
High Adventure Camp	Finances	Fundraisers	<b>Distinguished citizen ceremony</b>
Annual planning sessions	<b>Help preparing for winterfest</b>	What training can be done at roundtable?	<b>Help with Frontier camp</b>

## **Boone Trail Roundtable Post-It Voting**

**(District questions are in BOLD)**

Help with RT	<b>Help with commissioner service</b>	<b>Help with Wednesday crew</b>	my unit will help with RT (flag, skit)
I need help with uniform/class B	<b>I need help from my unit commissioner</b>	<b>I need help from my RT commissioner</b>	<b>I need help from my district commissioner</b>
I am a Den Leader, now what	I am a cubmaster, now what	I am a committee member, now what	I am a scoutmaster, now what
I am an Advisor, now what	I want to do more COPE	I need Cub parents help	<b>I want to help with Haunted Weekend</b>

APPENDIX D

Start-Stop-Continue Poster

**Boone Trail Roundtable  
Survey**

2024 season

Write in what you want to Start-Stop-Continue  
at your Roundtable this year

**Start.**

**Stop.**

**Continue.**

APPENDIX E

Cries-For-Help Poster

**Boone Trail Roundtable Help-Me Voting  
(District questions are in BOLD)**

I am a patrol leader, now what	I am a SPL, now what	I am a President, now what	I am a Den Chief, now what
First aid / WFA	Internet advancement	I need help with pinewood derby	Questions about summer camp
Water safety	Awards banquet in March 2025 instead of RT	End of year party (holiday) in December RT	Youth are bored with CDC, we need somewhere else to go
History	I need help with my COR	I want to help MBU in March	I need more adult leaders to go on outings

APPENDIX F

Roundtable-Wish-List Poster

**Boone Trail Roundtable Wish List** 2024 season

I wish I could do this at my roundtable

I wish my roundtable would include

I wish my roundtable would talk about this

# **Boone Trail      SPL / President**

## **Roundtable Wish List**

2024 season

<p>For the SPL/President only: I wish my Troop or Crew could</p> <p>As a leader, I wish I had more help with</p>	<p>For the SPL/President only: I wish roundtable could do this for my Troop or Crew</p> <p>My Troop or Crew needs help with</p>
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Appendix G

Hurricane Helene Patch

