

**An Adventure  
in  
Quality Commissioner Service: A Commitment to Excellence**

**by  
Spiro Moustakes  
Assistant District Commissioner  
Frontier District  
Mid-America Council  
Boy Scouts of America  
12401 West Maple Road  
Omaha, Nebraska 68124-1853**

**A Scouting Dissertation**

**Presented to the Faculty  
of  
The College of Commissioner Science**

**Under the Supervision  
of  
Bill Hardisty  
College Faculty Dean**

## Table of Contents

### I. Acknowledgments

1. Personal thesis dedication
2. Commissioner thesis acknowledgments
3. Structural documentation acknowledgments

### II. Introductory remarks

### III. Boy Scouts

1. The Intrinsic Values of Scouting in Our Society
2. Rewards of Excellence - Remarks of late Ret. Lt. General James Doolittle

### IV. The Commissioner

1. The Role of the Scouting Commissioner
2. Measures Undertaken By Competent Commissioners

### V. Quality commissioner service

1. Potential Dangers of Unit Survival in Frontier District
2. Recognition of Commissioners

### VI. Summary

1. Additional Personal Comments

### VII. Supplemental Leadership and Commissioner Scouting Resources

1. The Scout Law
2. The Commissioner's Creed
3. Reference Scouting Literature
4. Philosophy: Purpose of B.S.A. As It Relates to Religious Groups
5. The Role of Troop Chaplain

### VIII. Additional Commissioner Resources

This Thesis Is Dedicated

to

Mary Moustakes, My devoted, patient and understanding Wife, who has accepted and endured my ties with Scouting these past 52 years.

Alan McCullough, My very good friend and neighbor, Past Scoutmaster, Troop 72, who introduced me to the Scouting programs 52 years ago.

## Acknowledgments

Bill Hardisty, Dean, College of Commissioner Science, Thesis Advisor  
Byron Phillips, Past District Commissioner, Frontier District  
Roger Sullivan, Past District Commissioner, Frontier District  
Joseph Elliott, Past Neighborhood Commissioner, Mesca District  
Past Asst. District Commissioner, Frontier District  
Sterling Franck, Sr. Past Unit Commissioner, Frontier District  
Le Grande McGregor, Past District Chairman, Frontier District  
Dr. Jay Graves, Past Unit Commissioner, Frontier District  
Dana Widtfeldt, Past Asst. District Commissioner, Frontier District  
Joyce Savage, Assistant District Commissioner, Frontier District  
Don Furrow, Past Asst. District Commissioner, Frontier District  
Roger Pauba, Past District Commissioner, Frontier District  
Edward O'Toole, Past District Commissioner, Frontier District  
Steve Bartlett, District Commissioner, Frontier District  
Gregg Loucks, District Executive, Frontier District  
Fred Tichauer, Mid-America Council, Field Executive  
Lloyd Roitstein, Mid-America Council, Scout Executive

## Structural Documentation Acknowledgments

### Thanks and Appreciation

My eternal gratitude and humble thanks are extended to Roger Sullivan, a devoted good friend, scouting colleague and a very dedicated, proficient computer professional whose specialized talents cannot be adequately expressed in a few brief words of praise for his generous assistance, enthusiastic support and undivided attention to literary styles, form and composition.

I am indebted to him for his patience, understanding, encouragement and willingness to sacrifice time and effort by appropriately revising, correcting and reviewing this manuscript on a repetitive basis.

His sacrifices and voluntary expenditures of time and expertise are truly valued by me personally and hopefully will be accepted by others who will have access to the expressed context of this treatise.

## Introductory Remarks

This treatise is primarily designed to express those very essential concerns that I and many of my devoted colleagues in scouting have personally felt should be fully reviewed, analyzed and appropriately addressed if we as commissioners, as well as those in crucial leadership positions, are to initiate, perpetuate and properly maintain the numerous constructive measures on behalf of our youth, their respective parents, guardians and unit volunteers as well as the many respected chartered institutions within our Frontier District and civic community.

With the support and promises of quality commissioner services, these fundamental tasks and achievements can become a living reality in our very complex society of today with all its challenges and inevitable problems that confront us daily.

Our youth requires the appropriate guidance of mature role models in leadership that exemplify and promote discipline, morality and character to make their respective lives productive, interesting and enjoyable. Their ultimate enthusiasm and success requires constructive endeavors to achieve those positive results of favorable accomplishments in deeds and practice.

Frontier District, as an integral component of the Mid-America Council, Boy Scouts of America, has a multitude of concerned, dedicated individuals that have generously contributed their valuable time, personal commitment, talents and financial funding to achieve those vital expressed goals and objectives of this fine, well-defined, constructive, youth organization affiliated with involved receptive, chartered, established foundations.

I have chosen Frontier District as my primary target for this comprehensive study although some prevailing conditions and problems could conceivably relate to those existing in other districts. However, it continues to basically exceed its pre-targeted goals in total youth and adult membership, Boy's Life enrollment, financial contributions, advancements, Popcorn Sales, camping, prevailing District leadership and constructive personal and organizational programs with specific responsibilities and united purposes. Historically, our current Frontier District evolved from the venerable Mesca District of the administrative Covered Wagon Council undergoing many magnificent changes in its leadership, structure, objectives and organization during its early existence.

Nevertheless, much more can be achieved. There are many areas where more definitive improvements and corrective measures must be undertaken if we are to maintain continuous, successful endeavors for our district. We must never allow ourselves to be complacent and rest on our present accomplishments, but renew our past activities to build, correct and improve for the future. Our basic weaknesses and shortcomings must be remedied to assure a true continuity of successes and to promote the practice of quality commissioner scouting services within our jurisdiction.

My personal search for essential constructive data involves interviewing random volunteer sample representatives of commissioner leaderships in both current and previous district administrations. This endeavor sought to reveal their multiple common thoughts and realistic experiences that have enabled us to remain focused on our available concerned youth and the helpful, impressive development of a Scout's character, integrity and personal retention of enthusiasm and private confidence in his individual abilities as an active participant in these programs.

Other youth organizations have repeatedly exhibited similar idealistic conditions but their survival and popularity appeals within their ranks were ineffective or diminished because of their failure to recognize the needs of young men seeking the appropriate models to achieve mature successes and stature.

As trained and active members of our commissioner staff, we must forever be cognizant of our responsibilities as leaders to render quality services to our youth, their parents, associated charter partners and respective units within our districts.

These assurances will guarantee successful results that will reflect character and good citizenship as they mature.

## The Intrinsic Values of Scouting In Our Society

"When we build, let us think that we build forever. Let it not be for present delight nor present use alone. Let it be such work as our descendants will thank us for, and let us think, as we lay stone on stone, that a time is to come when those stones will be held so sacred because our hands have touched them and that men will say as they look upon the labor and wrought substance of them. See! This our Father did for us."

- Ruskin

It has been rewarding over some 60 years or more involvement with various youth-oriented organizations, namely: the Sons of Pericles, American Hellenic Educational Progressive Association (A.H.E.P.A.), the Y.M.C.A., Indian Guides, church acolytes, Greek Orthodox Youth Association (GOYA), church choir and the Boy Scouts of America (Cub scouts, Webelos, Boy Scouts, Exploring and as a commissioner) to observe isolated but repeated demonstrations by concerned, dedicated, volunteer individuals with an intricate interest in our youth and the ultimate fulfillment of their basic needs and vital interests. My fundamental aim is to further strengthen, enrich, and focus our full attention on the effective programs of existing youth organizations such as the Boy Scouts of America, which in some small and large measure has been constantly successful in the past, present, and continuing into the future in all the established scouting sectors of our Mid-America Council (including Frontier District) as well as other Scouting Councils in the United States. Our future success is measured in the continued involvement of the youth and the extended focus on youth by concerned adults.

Our community and society has repeatedly been confronted with a host of complex and unresolved problems that reflect a very restless generation of enthusiastic youth - eager to find immediate and prompt solutions to their multiple, perplexed concerns. If these graphic situations and alarming social statistics are the essence of truth there can be no real hope for this impatient, younger generation of adolescence. However, there is hope and it is very essential that each of us, youth and adults alike, become more responsive, dedicated and involved.

It is common knowledge that true education - be it formal book learning, casual observation, parental and peer guidance or specialized vocational training- materially affects each of us for the remainder of our lives. School grades reflect more than the intelligence and abilities of our generation of youngsters. They take into account such fundamental factors as parental interests and responsibilities, family background, and prevailing conditions in the home and community environments, church attendance with active participation and the academic and personal concerns of clerical instructors and institutional educators in their students.

The Boy Scouts provide a distinct successful partnership with parents in arranging constructive, wholesome activities that young people value and enjoy, teaching them moral and ethical values and fundamental skills through the efforts of chartered

institutional partners with competent adult, trained leadership having expertise and valuable contributions of experienced talents. The Greek ideal of balance of body, mind and spirit finds a happy expression in scouting. We must continue to exercise all our possible valuable time, financial resources and energies in trying to assist youth through our schools, churches, synagogues and other benevolent organizations that have yielded positive, successful results through the years.

Young people need help which is full of hope not despair; visions not clouds; role models-not critics; as well as inspired leaders that offer assistance and honesty devoid of exploitation. Young people ask for a fair chance to succeed. Let us help provide them with wholesome challenges and opportunities in order that they will complete the job of becoming true, honest, genuine, well-adjusted productive citizens that can appreciate and enjoy their personal involvement, conduct and visions of intrinsic value. The molding of the moral and ethical character of our youth obligates each of us to instill those essential values in our respective families through religious and fundamental precepts that are openly visible, vibrant, relevant observations of substance and merit. These enthusiastic endeavors safeguard our interests and concerns despite multifocal religious faiths, beliefs and traditional pious principles. Such acceptance trains youth in tolerance versus violence.

Through appropriate discussions, inquiries, observations and involved experiences, our youth are able to meet and work with others having diversified thoughts but mutual interests and behaviors. There are some basic ideals of "savings" that all our youth ought to have in their personal accounts-fundamental principles and knowledge that will properly prepare them for their life style in the years ahead as citizens:

1. They must realize that they ought to show reverence for all.
2. They must realize a sacred obligation to serve others.
3. They must realize that monetary resources, time and personal activities are only valuable if they are expended wisely and carefully.
4. They must realize that they have a duty for the established concepts and principles of law and order within their household and the community where they reside.
5. They must realize that they have a moral obligation to themselves to develop personal traits that reflect charity, thrift and cooperation with others.

Positive leadership helps youth develop socially acceptable behavior free from unhappiness and delinquency. One way to help youth is through scouting which is a non-sectarian movement that is identified with no particular individual spiritual faith or group, encouraging no specific affiliation and assuming none of the particular functions of the numerous religious denominations or social organizations. Scouting seeks to involve youth in many, varied, wholesome, character building activities, teaching them good citizenship and training them to be of service to God, country and their fellow man.

These boys are taught the principles of government and their fundamental laws, to be self-reliant, to show respect for the human rights of all people, to take pride in their

national heritage and to be prepared to fulfill their moral responsibilities to their domestic establishments, country and their respective communities.

The National Executive Board for the Boy Scouts of America proudly states through its approved resolution:

"The Reaffirmation of the Boy Scouts of America on "Duty of God" namely:

"Resolved that the following reaffirmation of the position of the Boy Scouts of America through this Mission Statement implies that the values which the organization strives to instill in its youth are those of the fundamental ideals of Boy Scouting:

This is expressed so vividly and precisely in the Scout oath or Promise that is accepted by all true scouts as their statement of principles:

"On my honor, I will do my best  
To do my duty to God and my Country  
And to obey the Scout Law.  
To help other people at all times  
To keep myself physically strong,  
Mentally awake and morally straight."

Also, the Scout Law is the guide for fundamental ideals of the scout.

While not intending to define what constitutes belief in God, the Boy Scouts of America is proud to reaffirm the Scout Oath and its declaration of "Duty to God"- a fundamental, basic Scouting principle. Although Scouting originated with Lord Robert Baden-Powell and was built on the doctrine of character development and duty to God, it has been highly compatible with the underlying goals and primary objectives of the multiple religious denominations in existence today. In the closing years of his life, Lord Robert Baden-Powell made the following statement: "Don't let the technical outweigh the moral. Field efficiency, backwoodsmanship are all means not the end. The end is character - character with a purpose." The purpose Baden-Powell referred to is: "Duty to God and neighbor." Scouting programs offer churches, synagogues and the many religious institutions alike the unique opportunity to provide quality leadership in an atmosphere that can enhance and nurture positive moral and spiritual growth for its youth, parental guidance and community.

Scouting explicitly promotes the objectives of church programs in the daily lives of boys and young men in the following manner to those who are willing to accept the prevailing challenges:

1. Strengthens youth in their personal relationship with their respective families.
2. Keeps active boys involved in the church and reactivating the inactive individual colleagues.

3. Helps these boys develop leadership skills which allow them to serve their respective churches now and continue this service later on in life as an adult.
4. Helps them to extend this clerical service to civic and professional activities.
5. Emphasize their duty to God and service to their fellow man.
6. Teaches the boys self-reliance by giving them the responsibility to learn and develop in a rational manner.

Faith can be demonstrated through active participation in their respective churches and synagogues with their own unique specific religious programs. Idealism underlies and strengthens all scouting participation in these endeavors.

Scouting with its appropriate recognition programs and subsequent awards of representative ministries can enhance and strengthen leadership development through a reciprocal respect for reverence, reliability and responsibility by conforming to the guidelines and objectives of those individual multiple denominations, further augmenting our scouting relationships with our respective, chartered partners and religious affiliations and emphasizing our mutual concerns and guidance among our youth and dedicated scout leaders within our respective Scouting district and community.

Ecclesiastical groups have recognized that the disciplines and characteristics of the scouting program with its emphasis in the encouragement of a youngster to mature through the years ahead will culminate in a stronger clergy and clerical staff as well as a vibrant lay membership resulting in a more effective and progressive congregation.

Urban youth also need Scouting. When people are active, fun activities, learning and outdoor scouting activities are very effective with adult guidance and support.

This dedication of concerned adult leaders that utilize time, talent and unlimited resources assist our youth to achieve the fundamental goals and purposes of this scouting experience in a practical way. This positive leadership assists these boys to develop a socially, acceptable behavior free from unhappiness or potential delinquency.

History has taught us that there are momentous periods in the growth patterns and development of every community and nation, both large and small, where the vision and realism of its future as well as the faith and courage of its citizens are challenged repeatedly over and over again.

All youth needs to understand, in concert with concerned parents, educators and those in established ministries, that true success and praise are never attained through ignorance, defiance and deliberate misunderstandings which can never be resolved without proper educational techniques. Their education and scouting experiences teach them to use these concepts and skills properly and in good measure through patience and understanding.

Parents, on the other hand, also have certain specific responsibilities as well. They must set the examples first by displaying a pattern of life style that is consistent with the ideals and traditions of the scouting experience in a viable and realistic environment for their children. Through mutual patterns of thought, purpose and practice, the ethical and educational needs of our youth can not only be met but developed into constructive channels of a better society in our generation of time that can provide peace and prosperity for all its citizens. Scouting provides this. Scouting also alleviates the hopelessness of our society: "You are as young as your faith, as old as your doubt; as young as your hope and as old as your despair." Through these mutual concerns, active participation encouragement and personal involvement another prudent step can be made in the proper direction on behalf of our youth in their accepted, respective ministries and potential career interests in a satisfactory civilian environment.

## Rewards of Excellence: Our Obligations to Our Youth

On April 24, 1967, a very inspiring and constructive address was presented at the Annual Recognition Dinner of the Mid-America Council of the Boy Scouts of America by the Guest Speaker, Retired Lt. General James Doolittle U.S.A.F. held at Aksarben Hall in Omaha, Nebraska which I attended with my beloved son, Nicholas.

He stated very explicitly that our youth involved as Boy Scouts and our adults as leaders can help preserve our basic principles of civic responsibilities, improve our society and protect our nation for the future.

"Scouts believe in and espouse reverence, patriotism, discipline, courage, integrity, honesty, fairness, kindness, courtesy and respect:

Reverence - belief in a divine Creator which is the cornerstone of our system of life.

Patriotism - Love of country: a willingness to work, to sacrifice, fight and die if necessary, for our country.

Discipline - necessary for order beginning in the home, continuing in the school extending through adulthood.

Courage - Exercise both moral and physical courage with a willingness to sacrifice and fight for all our beliefs.

Integrity - quality of being upright with sound moral principles.

Honesty - Refraining absolutely from lying, cheating and stealing.

Fairness - a satisfactory political system that is fair to all especially an individual minority and majority groups.

Kindness - the instinctive exercise of gentleness without conscious thought of harm.

Courtesy - the exercise of what concerns others paying attention to what may convenience or inconvenience others without personal advantages or undeserved rewards.

Respect - a distinct regard for excellence, good works, the superior individual, laws, the law enforcers and the Constitution of the United States of America as well as civic authority."

By adhering to those selective scouting principles we can protect our nation and the civic responsibilities within our respective communities for youth and adult scout leaders.

To achieve a better life, a better nation and a better world will require a great deal of profound thought, careful planning, skillful implementation and especially for Scout leaders who practice what they preach that sets a good example as role models for others to properly emulate.

This mission is truly an effective mandate for our concerned leaders - truly our obligation to instill and cultivate values that can be for the critical, constructive individual, praiseworthy and enduring for the critical years ahead. I believe these principles must be adhered to by the commissioners of Mid-America Council and their respective experienced leaderships.

## The Role of the Scouting Commissioner

Basically, the commissioner is the major connecting link between the Mid-America Council, the local governing Scout authority, with its official executive leadership and their multiple designated districts involving all registered institutional organizational bodies within their jurisdiction as authorized chartered partners with their individual youth and adult leaders.

The commissioners are charged with the challenge to render quality unit service: striving for maximum efficiency, maintaining open lines of communication and assistance with their assigned units providing regular, timely communications, encouraging constructive programs, administrative planning, individual youth advancements, consistent youth and parental attendance and promoting harmony and pride in their accomplishments with active involvement in unit, district and council activities.

The commissioner should be able to properly counsel all concerned leaders, offering personal assistance and indicating where available, comprehensive, physical, human and tangible resources can be obtained.

As a dedicated and resourceful field representative of their district, the commissioner tries to update his or her own personal expertise and scouting knowledge by attendance at annual College of Commissioner Science and supplement training sessions where current concepts and an exchange of orderly thoughts and effective administrative approaches can be discussed, analyzed and considered for future execution in their respective district.

This commissioner should strongly emphasize the importance of unit leadership through attendance and participation at District Roundtables, Pow-Wow, training sessions, Wood Badge, Camparees and camping activities.

Through these practical, constructive and available channels much can be derived that can be both beneficial and definitely productive especially for current leadership and the chartered units that they represent.

It has been my personal contention that certain changes in training schedules should be instituted for new unit leaders that should include in particular: earlier constructive sessions where scoutmasters and commissioners especially during unit reorganization in the Fall prior to School Night for Scouting can set forth a pattern of unit strength, leadership talent and a timely trained group for organizational strength for the critical days ahead.

Immediate training should be established so that a successful continuity of scouting leadership can be attained without any interruption. Deferring training schedules into October and November is a certain invitation to inconclusive, potentially detrimental results which can eventually contribute to weaknesses in leadership and unit stability as

well as District strength and Council potential through a lack of administrative expertise and communication.

Frontier District has been fortunate in its arsenal of distinguished leaders that have extended their notable and capable leadership qualities and organizational expertise on the council level: Pow-Wow, Order of the Arrow, Camping, Jamborees, Scouting for Food, Friends of Scouting, Membership, College of Commissioner Science, Training, Advancement, Scout-O-Rama, Wood Badge, Religious Relationships, Activities and other significant scout endeavors such as Campmaster, Exploring, Varsity and Youth Diversion programs and their viable impact on our entire civic community throughout our Mid-America Council.

These individuals have contributed much to the many national recognitions and successes for our Eagle Scouts, Quality Districts, Camping facilities, Advancements, Membership and additional Council achievements.

Viable quality services, monitored and guided by our very capable commissioners, are not automatically accessible and realistic unless we have access to individuals in leadership whose wisdom, expertise, integrity, ethics, morality, concerns, ideals, organizational abilities and reliability are consistent with the expressed goals and missions of the Boy Scouts of America.

Through encouragement and participation in district and council program events and practical, constructive endeavors, our commissioners can provide unlimited resources that include timely, material information, guidance and appropriate counseling for all our registered chartered units, unit leaders and their youth in their scouting and community activities resulting in positive, constructive tangible accomplishments.

## Measures Undertaken By Competent Commissioners

The mission of the commissioner is to adequately service their designated units in a manner that will enhance the area of quality scouting by endeavoring to expose volunteers to comprehensive educational programs and appropriate resources to further build the confidence of the scouting family and to assure competent and reliable, prompt communication between leaders, representatives of chartered institutions as well as promoting suitable scouting principles as an integral part of common practice.

A commissioner should possess an appropriate scouting educational background according to established and approved National protocol that should give some credence for them to exercise some independent judgment, interpretation and evaluation when a given problem or crisis occurs within their jurisdiction.

He or she should follow and adhere to established procedures, performing tasks that require limited independent judgment, recognizing factors that affect quality measures and taking prompt appropriate action according to predetermined administrative patterns.

Commissioners should be able to recognize weaknesses and other abnormalities in their designated units and refer these conditions to other supervisory personnel to correct these problems more effectively and promptly. By communicating this information to appropriate individuals for further corrective measures, the commissioner performs consistent quality controls through the maintenance of accurate and comprehensive records that are standard and universal. A commissioner demonstrates appropriate leadership skills to maintain effective quality service through full understanding of their roles and their relationships with the prevailing scouting leadership and chartered institutions. By establishing clean-cut guidelines and policies with uncooperative independent and combative leaders, the commissioner offers direction and guidance by developing and encouraging quality scouting through the building of trust and confidence. When a commissioner is honest with leaders and their respective units, he or she can establish integrity by assessing all problems with finesse and confidence.

By extending services to individuals and units, the commissioner can secure and utilize the knowledge and skills needed in making adequate choices, plans and interpretations that are essential to create a satisfactory adjustment in a variety of situations. Comprehensive information and appropriate resources are available to commissioners to assure adequate and trained personnel who are not only competent in performing and supervising the tasks confronting them but to aid them personally, interpret facts and use them prudently in making choices, plans, decisions and interpretations. The commissioner is strictly a counselor exhibiting certain specific personal characteristics, scouting experiences and skills plus competencies under the qualified instruction and supervision of seasoned instructors with available support groups of fellow scouts who also comprehend the fundamental objectives of the scouting program in the prevailing physical environment of a chartered institution where activities

are carried out in a forthright manner in accordance with well-established, tested protocols and official standards.

An adequate preparation and utilization of an individual scouting unit's inventory is essential for the full effectiveness of services to be rendered. No commissioner can develop a proper unit inventory without the combined efforts of the entire scouting leadership, parents and the governing bodies in the chartered institution. Planning and assisting through systematic communications and periodic visitation, commissioners can provide excellent leadership and performance.

By organizing and offering constructive training, the commissioner in partnership with the chartered organization, parents, youth and adult scout volunteers can successfully provide quality commissioner services that reflect a serious commitment to excellence.

## The Nature of Quality

Quality is the most singular thing that all our concerned individuals look for when they seek to determine the fundamental intrinsic values so well exemplified by a successful youth organization such as the Boy Scouts of America. The excellence is measured with distinction by actual performances, progressive advancements, meritorious efficiencies and personal initiatives. By voluntary involvement in community service, organized constructive planning and well-trained leadership, credibility is essential and inevitable.

Capable and well-trained leadership is not viable without adequate encouragement, effective training by qualified, experienced, proficient instructors, and with the full support of parents, educational, civic, religious and a multitude of diverse chartered partners.

By emphasizing and respecting adequate guidelines in leadership, we can all attain quality and true excellence in all our endeavors through mutual pride, hard work, financial investments and a willingness to make appropriate sacrifices for the good of others with similar thoughts and visions in effective community services for our youth - a reality of personal ambitions, concerns and dreams stressing moral and ethical values as they confront the numerous vital changes and challenges of the day through wholesome experiences in sharing our talents, expertise and ourselves.

These many contributions and total commitment to excellence is highly paramount to reaching the ultimate in performance for today's preparation determines tomorrow's values. Excellence really consists of the four "P"s: "Planning purposely, preparing prayerfully, proceeding positively and pursuing persistently."

Even the immortal football coach Vince Lombardi felt that excellence contributed to purpose when he said "the quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor." Purpose and a vision of servant leadership gains many things but searching for excellence exacts a price. This price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the very best of ourselves to the task.

## The Reality of Quality Commissioner Service

In order to acquire a more constructive, progressive and productive approach to the understanding of quality, commissioner service, I have requested a number of past and current commissioners to properly address and render their frank opinions regarding their own personal views, assessments and performances in confronting this particular area of expertise.

My distinguished, dedicated contributors are volunteer leaders whose talents, experiences and leadership have contributed so much in the chronological history of Frontier District and its predecessor, Mesca District of the Covered Wagon Council and Mid-America Council.

The following subjects are being addressed in a concise, brief and comprehensive manner:

1. Established goals and personal commitments
2. Your plans of action and operation
3. Your priorities in these multiple endeavors
4. Measures taken for problem solving assuring quality commissioner service
5. Comprehensive training of personnel governing units within your jurisdiction
6. Recognition of quality performance of unit leaders and chartered partners
7. Resolution of quality awareness and performance
8. Existing performance standards of leadership and units
9. Prevailing improvements and service appraisals
10. Accomplishments of leaders and units
11. Unresolved area of concern
12. Leadership retention and scouting advancements enhancing youth retention with the ranks of Scouting

### Commentaries and opinions of past and current leadership

The personal thoughts and remarks derived from experiences in addressing multiple questions regarding quality commissioner services reflects some fundamental, constructive measures that dedicated leadership in scouting have chosen to state in a frank, candid manner to properly confront our challenging responsibilities of today.

#### I. Established goals and personal commitments

The grim reality of a reduced number of available trained commissioners at the onset of appointment as District Commissioner prompted the establishment of an emergency goal to immediately rectify unit service deficiencies with quality, trained, seasoned commissioners to share an area of expertise with multiple units - not one or two as National protocol dictates.

Goal setting was just being established back in the early 60's.

However, personal commitments and the dedication of scouters was still prevalent.

Currently, today, more resources and educational aids are available for both youth and leaders.

All goals should result in some positive action.

They must be precise but understood well by all

Goals must be reasonably accomplished in a fair amount of time

Every goal must be controlled in a reasonable manner by all those that are concerned

Each goal must be one that everyone wants to do enthusiastically within a given time frame

Growth in the group must occur simultaneously with no alternatives from the expressed goal plan

Goals should reflect gradual positive increases in advancements, membership, Den Chiefs and Den Leaders within respective packs

Personal commitment to visit each unit at least once per 2 month period

Encouragement of Roundtable attendance by representatives from each assigned unit of a commissioner

Promotion of committee meetings of each unit and the projection of unit goals for each month is highly recommended along with a reliable current inventory of leadership and membership

Goals and personal commitments are sometimes difficult to ascertain as specific unit obligations prompt each individual commissioner to set their own goals.

"Nobody plans to fail - but many fail to plan."

In any district operation, the three key elements are: money, manpower and membership - the 3 m's

Program is also important but usually takes care of itself with adequate planning measures.

With the right designated District Chairman, District Commissioner and District Executives one can realistically achieve the fundamental goals of a given district.

Boy Scouts have multiple goals whether it be membership, F.O.S., units with trained leaders, Boys Life subscription, troops going to camps and many other commendable, challenging areas.

With the appropriate chemistry within the Key 3 of the district, the District Chairman and District Commissioner should be able to work together as a team to recruit the right and necessary personnel for providing quality unit service in district operations on a consistent basis.

With an appropriate, prompt flow of information to the entire commissioner staff and the District Committee a good communication flow to individual unit leaders can result in a set of circumstances where all goals can be achieved promptly and effectively.

The personal commitment of all involved in this challenge is highly essential for a very productive quality program.

Help for assigned units can succeed by the following actions:

- a. Knowing all leaders in each assigned unit
- b. Knowing when and where each unit meets
- c. Knowing the Committee Chairman and Charter Organization Representative as well as other leaders in a prime time frame.
- d. Maintaining an updated list of each unit's needs, problems and desirable improvements
- e. Consistent attendance at all District Commissioner's Staff meetings
- f. Continually upgrade a commissioner's training and usefulness to units they serve
- g. An awareness of potential resources that are available to resolve needs and problems.
- h. How to use these resources to assist assigned units ascribed to individual commissioners
- i. To be certain that each unit is re-chartered on time

Each member of the Key 3 has their own goals and therefore their own personal commitment

The Key 3 members all desire a strong, healthy scouting program - as their goals are fine-tuned for quality services.

The District Executive must of realistic necessity concentrate on the 3 m's: money, manpower and membership in order to measure their performance as an effective executive and leader consistent with Council Criteria.

For volunteer leaders, the scouting program is of paramount importance to the Scouts: manpower and money are essential to meet this goal to successful conclusion.

The individual scouting unit is an integral constituent for setting appropriate, effective goals

Successful units have a program figured out well in advance of the Scouting year.

The idea if not all the details, includes activities planned by the boys for fun and learning as well as programs for advancement and true education for the boys.

Recruitment of new parents to help teach and work with the boys in concert with older leadership and new scouts.

Leaders should be encouraged to attend Woodbadge where attendance encourages parents to properly initiate goals, derive the expertise and the knowledge of what it takes to have a successful unit and stimulates a personal drive to make sure that it happens in a constructive manner.

Once the process takes place, every one starts getting into the act taking and completing Woodbadge courses, setting their own personal goals to see that a troop succeeds properly according to National Scouting guidelines and protocol.

With the proper environment of adult direction and leadership working in unison with common goals, units will automatically thrive and grow.

Enjoying the units and leadership reflects a personal commitment with an instinctive pattern of success actions for a commissioner

"A little bit of honest commitment and work will result in a wealth of happy young smiles."

A successful commissioner will have specific plans and goals striving to make them happen through personal training and dedication to his or her assigned units in their respective district.

Commissioners without drive and desire will not have creative plans and goals. As a result, they will not be among the successful commissioner ranks.

Apparent lack of communication between Council and District as to goals has had many units and leaders frustrated on occasion in the past

Only qualified leaders should be utilized to serve as commissioners and no commitment should be made unless they can fulfill it in a responsible manner.

## II. Your plans of action and operation from personal experience

Placing individuals with experience and expertise to cover each area of commissioner service such as camping, scouting skills, membership drive abilities, training, program planning, participation, leadership and attendance at roundtables and planning sessions for other areas of interest.

Visitation of all assigned packs and troops should occur at least every 2-3 months or less.

Maintain regular telephonic communications, roundtable attendance and participation at camporees, district and council events.

Although some units are highly receptive to commissioner assistance, there are some who regard intrusion in their activities as not desirable.

Operation and implementation of all goals must be controlled by the leader: adult or youth leadership.

Attendance at Roundtables is required because it is essential and necessary for quality service to be a realistic entity.

Visitation at pack meetings, troop meetings and committee meetings is imperative for successful dialogue.

Stressing the availability and use of resources in the Scouting magazine and those that can be obtained from the central Scout Trading Post is highly desirable.

Making rough outlines of plans, discussing them with the respective Scouting Committees and modifying them accordingly where necessary are positive courses of action which can prove to be in a positive direction.

"Plan your work -- work your plan."

A plan of action can vary from month to month depending on prevailing circumstances.

During the Summer months, plans for School Night for Scouting should be discussed for future implementation, visitation of chartered partners and unit leaders should be encouraged to review the unit strength, leadership, recruitment and available training schedules.

In the Fall, preparation for Charter Renewal and recruitment for F.O.S. personnel should be initiated.

In the Winter, raising money, Webelos transition, sign up for Summer Camping and Woodbadge participation are entertained for future involvement.

In January, following Charter Renewal, all personnel needs for leadership on the Commissioner Staff and District Committee chairs and additional training sessions should become available to meet district needs for new and current commissioners.

Efforts should be concentrated on the weakest units to revitalize their effectiveness, visiting each assigned unit, offering help and evaluating their strengths at least on a monthly basis; more frequently with weaker units.

Build confidence of unit leaders by regularly meeting with them, listening to their fundamental concerns, discussing training availability, roundtable attendance and accurate record keeping as a means to resolve some of their concerns.

Meet regularly with the unit Committee Chairman about the effectiveness of committee meetings and support of the unit leaders.

Meet periodically with the Charter Organization Representative to discuss facilities, unit personnel and unit progress.

Meet regularly with unit committee to provide current information about District and Council programs and activities.

Look for the presence of unit leaders at District Roundtables, Camporees and other functions.

Help to get the Charter Renewal kit to the key unit person in each scouting unit 3 months before expiration time.

Consistent with our established goals and personal commitments, recruitment of an appropriate commissioner staff to serve assigned units so that units should feel that they had the maximum support in district assistance and training.

### III. Priorities

Organize current staff into areas of expertise in view of a reduced staff structure.

All units with help requests must be served in a timely orderly fashion.

Recruitment and training of new commissioners is a constant, on-going activity to assure quality scouting services.

Obtain good strong leadership providing a good program for boys engaged in scouting activities.

Major emphasis on recruitment, camping, advancement and training should be instituted.

Recognize needs of leaders and their respective units.

Ask appropriate questions and listen for answers to current, immediate and potential future problems.

Observe personnel and their actions toward one another.

Stress attendance of all commissioners at their assigned unit meetings.

Arrange the acquaintance of district level leaders.

Top priority should be what benefits the boys most in scouting.

(Top priorities are certainly money, manpower and membership.)

Recruitment of key personnel is highly essential.

Major goal is to recruit a full staff of Assistant District Commissioners who, in turn, are encouraged to recruit a full staff of unit commissioners.

Encourage units to conduct a membership inventory at least 2 months before expiration date.

Conduct a unit charter review 1 month before expiration date.

Make sure that a charter is complete and accurate with all additional applications, a complete report form for potential recognitions as an honor unit for the current year, expressed projected goals for the following year and money to cover all registration costs and Boys Life subscriptions.

Encourage an annual membership recruitment drive.

Providing a strong program for the boys planning session.

Recruitment of a strong, trained commissioner staff.

Providing adequate comprehensive leader training and commissioner service for all units.

IV. Measure undertaken for problem solving assuring quality commissioner service

All problems referred to unit commissioners requiring additional solutions are brought to the District's attention for proper, prompt resolution through their ADC's.

These problems should be addressed before they really become a perplexing question that prolongs a suitable answer.

Problem areas are usually recognized through observation of poor performance, general disfunctions and laxity in cooperation and presence.

Unit commissioners should meet in concert with their Assistant District Commissioners to observe and correct potential problem occurrences.

The chain of command should be instituted promptly in meeting problems for resolution in a unit or District.

Be a good observer of unit and committee meetings as well as activities and performances charting the results in privately recorded documentation on appropriate unit profile worksheets for proper transmission to the governing ADCs.

Commissioners should be good listeners to leaders and committee members concentrating on their particular desires and suggesting methods to helping units develop and grow properly without imposing mandates or creating additional chaos.

With appropriate prior and continuous training, a commissioner should be capable of helping others when the occasion arises.

Consistent productive meetings with unit leaders, unit committee leadership, school principals and chartered partners to discuss any prevailing problems and positive acts of commissioner assistance.

Numerous phone calls should be undertaken where necessary.

Problem solving within units are usually difficult because of creative clashes of personalities.

Temporary relief occurs when the real problem is not properly resolved or addressed.

Involving a secondary individual may bring forth the true problem where appropriate action or counselling must be taken to assure that permanent resolution of issues are concluded in an amicable manner.

Most problems are due to a lack of proper training among all individuals involved.

Units that have trained adults that have attended training sessions and Woodbadge sessions will have a minimum of problems and readily understand what scouting is all about and the best ways to make it work in a more suitable fashion.

Peer persuasion and unfortunate adult pressures will create and enhance problems that are not needed.

However, touching base with units frequently reduces the occurrence of problems.

#### V. Comprehensive training of personnel

Current numbers of the commissioner staff are appropriately trained but our district lacks an additional complement of skilled volunteers to enhance quality services.

Commissioners are to be commended for encouraging quality training and active participation at training sessions, College of Commissioner Science and Woodbadge.

Unit leaders should be encouraged to observe and avail themselves of dates and courses listed in our official Scouting periodical: "The Bugle".

Active participation at available training sessions for a valuable learning experience that can be effectively passed on to assigned units and leadership.

This training is essential for quality service.

Attendance at College of Commissioner Science, Woodbadge, Pow Wow and other training areas provide much learning and wholesome friendly and fellowship environments.

Availability of Fast Start videos makes untrained leaders more comfortable as they become a major factor in the training process.

Leaders should be aware of what and where constructive and effective training is offered and how it can be properly implemented.

Know how to arrange for additional training as it is needed but not scheduled.

New unit leaders should be exposed to an orientation session promptly to acquaint them with appropriate information about their assigned unit in order to develop a strong leader partnership.

Active participation at monthly Roundtables, commissioner meetings, Pow Wows as well as formal training in the Order of the Arrow, Philmont and Woodbadge.

Commissioners can only suggest training and make sure that unit leaders are fully aware of their availability.

Leaders should be urged to attend regularly scheduled district or council training events.

Where there is a reluctance of some leaders to attend district training events, it often shows a general disregard for the ideals of scouting and proven successful methods of training.

New adult leaders should enter into formal training before they fall into the structure of an existing functional leadership that adheres to acceptable scouting guidelines.

#### VI. Recognition of quality performances of unit leaders and chartered partners

In Frontier District, a commendable job of recognizing outstanding quality unit performances of both unit leaders and commissioners as well as chartered partners are appropriately lauded at its annual District Awards banquet.

Additional recognitions are accorded chartered partners and Silver Beaver recipients at the Annual Council Recognition Dinner in a very commendable way to honor them publicly.

Good commissioner service should be extended to key people serving as Chartered Partners to attend pack and troop meetings, camping and other notable scouting activities within the district and council.

Blue and Gold banquets, Roundtables and District recognition dinners are also events where appropriate recognitions can be accorded for leaders and chartered partners as well as others who have rendered some form of distinctive scouting service.

The Scouter's Key and Scouter's Training Award should be conferred on eligible, active commissioner candidates.

Be sure that appropriate types of recognition are given to scouts who are eligible to receive them for quality service and training.

Scorecards and applications for various awards should be made available for eligible scouts and leaders without delays or deferred recognition.

Recommendations for both District and Council Awards should be submitted for outstanding achievements promptly.

Leaders and chartered partners who will accept recognition have shown an active interest in the Scouting program.

Chartered partners who will not take the time to accept recognition often only provide a meeting place but generally offer no other support to Scouting unfortunately negating the strength and pride of a unit.

Local churches and fraternal organizations usually show more interest and ambition to support Scouting in a more positive manner providing better quality, stable and progressive units.

Both chartered partners and school custodians should not be overlooked in recognition areas.

Failure to recognize individuals may result in the departure of qualified volunteers from the scouting ranks.

## VII. Resolution of quality awareness and performance

It is imperative that individual units achieve quality unit status.

The commissioner is equipped with several tools to help identify a quality program within a pack or troop.

The commissioner should focus his attention on whether a unit is recruiting new youth and leaders, advancements, trained leadership, consistent constructive meetings, Roundtable attendance, Boy's Life enrollment, timely rechartering and F.O.S. participation.

Encourage leaders to make and track goals that will be successful in increasing the quality performance every year in many categories of scouting.

Training should be stressed for all leaders.

Some units and chartered partners have to want to be shown what the nature of quality exists in Scouting.

Those units, leaders and chartered partners who can take the time to accept training that includes coaching by the commissioner will readily learn and be aware of what a quality program is and observe what it can do for their respective unit.

## VIII. Existing performance standards of leadership and units

In Frontier District, no specific detailed standards relating to performance of leadership or units have been put in place but we have classified each unit on an "excellent" to "poor" scale which helps us to recognize and work with units that need

our help the most, avoiding and deferring time spent with those units that are doing a great job on their own.

Performance standards of leadership and units are derived from formal basic training programs that are specifically offered by our governing Scouting Council.

The National Council of the Boy Scouts of America has in place some very reasonable, "work-able" and "do-able" standards.

As dedicated, involved leaders, we sometimes "play-down" the major efforts involved when trying to interest others i.e. "This job performance only takes an hour every week or so."

Truthfully, our personal response is a valid one; "if that's all it takes - it is not worth our personal time and effort."

Observe and seek at least two deep leadership in each position of guiding leadership.

Individual and unit performance should be upgraded each year with quality services.

The commissioner must show active participation and effective operational techniques with his or her scouting units in order to recognize precisely what the performance standards of their assigned units and associated leadership involves.

Without this active participation and involvement, the commissioner's function is severely compromised.

#### IX. Prevailing improvements and service appraisals

Frontier District is currently rebuilding its commissioner's staff into a more professional entity that reflects expertise and effective services.

Progress is being made at a slow but a positive pace that will reflect a quality, evolutionary process in the days ahead.

Service and improvement appraisals should be made before their peers, adult or youth; adults at Roundtables, District or Council meetings as well as Pow-Wows, Woodbadge and Scout-O-Ramas; youth at any unit meeting or group activities such as Camporees, camping encounters and Courts of Honor.

Using special National appraisal forms to properly document and assess current unit status reflecting strength and weaknesses.

Each unit should focus on providing individual and unit good turns and appropriate involvement in quality service projects for chartered institutions and community-oriented tasks.

## X. Accomplishments of leaders and units

Of our approximately 84 registered and active units within our Frontier District, we have a central core nucleus of 25 special unique quality scouting units that have consistently demonstrated over the years that they have achieved the honored status of Honor Unit through the efforts of excellent units and quality leadership.

Unfortunately these specific units possess a consistent flow of new, prime, good leaders that have served their respective units in several capacities before they are asked to become: Cubmaster or Scoutmaster serving as a quality reservoir for potential commissioner candidate.

Commissioners should be generous with their praise for unit accomplishment undertaken by both boys and adults.

These commissioners should consistently display enthusiasm as well as embracing new and practical ideas.

Commissioners should acknowledge the multiple successes of boys and adults for participation in Popcorn Sales, Scouting for Food and other areas of scouting and community services. Although B.S.A. has some very high and praiseworthy standards, we as a District must be forever vigilant, never lowering nor compromising these standards in favor of easy routes for scout advancements depressing our fundamental morals and ethics to reduced values.

Each district has a training team that can accurately chart the progress of unit leaders in order to earn their scouter's key and training awards.

The area Council headquarters should maintain a concise record of scouters who have been recognized for their Award of Merit and Silver Beaver awards.

Some units should assign a designated historian who maintains a chronological record of past unit leaders and accomplishments.

A unit's flag may also reflect accomplishments and unit participation in district and council events by virtue of its ribbons that they have officially earned.

Is a unit growing by its recruitment of new members and the orderly transition in scouting ranks that also reflects youth retention?

Is a unit participating in District and Council activities taking part in individual and unit events?

Pride is one of the virtues of a truly successful unit.

Model units will be consistently present at Roundtables and other District and Council functions that reflect the good work and ideas that have worked in a positive manner reinforcing the basic efforts of commissioners in the field.

#### XI. Unresolved area of concern

The primary areas of concern within Frontier District is securing additional qualified commissioners and in depth leadership.

Any potential problems confronting our district should be met squarely and firmly.

Definite timetables must be set to avoid problems that would continue for prolonged periods of time.

Volunteer leaders should be appropriately screened before acceptance into leadership positions.

Background checks for child abuse, drug and alcohol abuse as well as a general healthy family life are major areas of concern.

Maintain a current record of problems, needs and desirable improvements in unit operations for prompt resolution.

Prioritize the problems and needs concentrating our energies on the most urgent ones.

See that unit leaders are able to recognize fundamental needs and potential problems which can be resolved on their efforts.

Units should be encouraged to set up appropriate procedures to deal with new and unresolved areas of concern.

Apparent lack of Council support for commissioners who are trying to resolve a problem regarding potential new prospective commissioner candidates.

The same people do everything on a voluntary basis.

Specific chairmen of certain activities deny capable volunteers to exercise their multiple qualified services.

Some lack of communication between the Council and commissioners becomes frustrating and appears inexcusable.

## XII. Leadership retention and continuous advancements in scouting

Advancement is usually a problem issue in troubled units.

Leadership retention likewise, is a major issue in these respective units.

Seeking the proper individuals for troubled units would improve leadership and youth retention as well as advancements.

Through praise, recognition and support of the right people in place is a key to quality units.

When there is good leadership retention, there will be good scout retention.

A certain reputation has to be developed by leaders in the community so that youth look forward to being in a certain troop because he knows it is well-organized and the boys learn and have a fun scouting experience from responsible role models and their respected leadership.

A commissioner is a dedicated, modest humble, stable, interesting, empathetic, committed, congenial, appreciative and proud individual as a constructive and productive leader whose integrity and moral principles are not compromised as an organizer and achiever.

Leadership retention is based on the premise that what a commissioner is doing helps boys become God-fearing, patriotic, responsible, honest and hard working individuals.

Youth retention is directly related to the activities, concerns and assistance of responsible commissioners.

If the youth is convinced that what a commissioner is doing is praiseworthy and essential and if he has the assistance of concerned, helpful adults-retentions will be increased at all levels.

The primary key to leadership retention is training and appropriate recognition.

If a leader is properly trained, he or she will feel more comfortable in doing their job.

If a unit is active and understands the program, advancements will surely follow.

In Cub Scouting as well as Boy Scouting, the primary key is parental involvement.

When unit plans and activities prove exciting to the youth as they advance, the youth will willingly become involved and participate fully.

The scouting program for urban boys is understood to be different from that which rural boys are engaged in.

Many urban boys do not have access to sports.

Older boys especially in the city, have job employments.

Too many boys have to find their own merit badge counselors and quickly become disillusioned and discouraged when they are not known to them.

Parents who want to help in some instances, are told that they must help and then aren't allowed to help.

It is essential that commissioners become friends with Cubmasters, Scoutmasters, Assistant Cubmasters and Assistant Scoutmasters within their area and become knowledgeable of their specific needs, strengths and weaknesses.

Actual meeting attendance accomplishes this goal and often time results only in an individual completing an assignment as apposed to providing guidance, direction and assistance to a friend.

The positive approach stressing pure friendship is very different as would be the results in no other alternatives are considered.

## Potential Dangers of Unit Survival in Frontier District

Frontier District is a scouting jurisdiction of the Mid-America Council (B.S.A.) that lies West of 72nd Street, South of Dodge Street, North of Interstate 80, Millard and Gretna.

It is an area comprised of many suburban subdivisions. East of 132nd Street lies the subdivisions from the 1950s and the early 1960s. West of 132 Street lies a number of subdivisions of the 1970s, the 80s and the 90s.

Each subdivision has its own packs and in many cases, its own troop. Busing of school children has not appreciably affected Frontier District. Neither District 66 nor Millard School District bus children to elementary school --- the stability of the packs has not adversely affected a majority of these units. Most of Frontier District packs continue to grow and thrive. Thus, the demise of any packs within its area of operation may be attributed to leadership problems and availability of potential youth.

However, changing demographics have adversely affected one particular subdivision served by Oak Valley and Cody Elementary schools. This subdivision lies in an area between 120th and 132nd Streets, South of Center Street and North of the old Western Electric Industrial plant. In the 1960s this area consisted of two parent families with many children. Currently, it consists of single parent families. The pack of Oak Valley School folded following an active unit history. Cody Elementary School also had some turbulent years but is currently active again but with reduced numbers.

Cub transition to Scouting ranks was to either Willa Cather Elementary School or to Mary Our Queen Catholic Church.

Leadership at Cody Elementary School has been troublesome over the past ten years of existence due to single parent leadership.

The Harvey Oaks subdivision has an active pack and troop (#435) --an area of 2 parent families with ample leadership among mothers and families currently. Membership within the pack is beginning to decline gradually with fewer leaders and potential youth.

However, the troop appears to becoming a very active group whose future potential appears to be unsettled due to a lack of youth to draw from in its inventory.

We have experienced similar states of affair with Rockbrook School (Pack 257) and the Presbyterian Church of the Cross (Troop 403) as well as Oak Valley (Pack and Troop 408) within the district.

As commissioners we must become alert to potential unit structural changes. In some cases, consolidation may become necessary where feasible.

Nevertheless, as new families move into the district, it lends credence to the possibility of additional candidates to enter the ranks of scouting as adult leaders and scouts.

## Recognition of Commissioners

All volunteers including commissioners should experience a viable sense of individual fulfillment as well as the experience of job satisfaction and to receive appropriate recognition that reflects their effective personal input.

These commissioners are most comfortable when they achieve and perform activities which strive for levels of precision and modes of accuracy conforming to established and acceptable standards of excellence conforming with the standards and guidelines of the National Offices of the Boy Scouts of America.

Satisfaction among commissioners is often attained when we effectively resolve a problem and when we experience the everlasting praise of co-workers, colleagues, the units we serve, supervisors and professional leaders.

As concerned individuals, we often focus on ideas, encountered challenges and the recognition we feel should be bestowed on others who somehow fail to obtain the appropriate acknowledgment that they rightfully deserve.

## Summary

As we carefully analyze and review the vital fundamental goals and objectives of the National Offices of the Boy Scouts of America, let us make every effort to note what worthy, outstanding contributions that our dedicated, enthusiastic and concerned Scout leadership have accomplished during their effective years of quality commissioner service in the Frontier District. The traditional values of family, church and country should be instilled in each of us if we are to be successful in all of our scouting endeavors. By accepting responsibilities, respecting all people and their individual rights and prevailing code of behavior, promoting unified efforts, trust, pride, loyalty and a determined dedication to each of our respective goals in scouting we can achieve the high standards of excellence that we seek.

Promoting good, accurate lines of communication and sharing our individual thoughts and ideas with others advances our programs where dignity, honesty and mutual respect contributes to additional successes and tangible achievements in scouting. By continuing to build and encourage better relationships, the numerous tasks and challenges of leadership can be achieved without impediments.

Individual and team efforts must be properly noticed and recognized through appropriate but timely channels of public recognition for services rendered within our district and council. By publicly identifying these worthy contributions, it enhances new relationships for the future and elevates the values of time and energy that has been expended by our worthy scouting volunteers. The District Hall of Fame concept has been created to acknowledge the distinguished services of our dedicated leaders. The implementation of an Awards Selection Board is another vehicle for the proposed review and selection in screening potential Award of Merit and Silver Beaver candidates.

There have been a multitude of unfortunate problems, numerous confrontations, some failures, many successes and various unresolved corrective measures that have confronted our nucleus of commissioners from time to time. Despite these failures, many problems have turned to successes with the combined cooperation and dedication of our youth, adults, parents, chartered partners and trained leadership within the ranks of Frontier District. There has been realized a positive growth in membership, scouting advancements, increases in camping experiences, training and roundtable attendance, involvement in district and Council activities and a general environment of happiness and group satisfaction in addition to a steady rise in Eagle Scout achievers and an increase in religious award recipients.

Our district has been a major source for Council chairmanships in Training, Pow-Wows, Scout-O-Ramas, Scouting for Food Drives, Jamboree leaderships, Membership Drives, Good-Will Drives, Get Out - the Vote Drives, Order of the Arrow leadership, Woodbadge Sessions, Camping, Campmaster volunteers, Scout Circuses, Show-and-Do and other notable endeavors. We were instrumental in initiating the College of Commissioner program on a district level before our Council adopted it. Our Frontier

District has sought to properly showcase and recognize individuals, units and chartered partners for services rendered that have consistently contributed so much for our current and past successes.

I personally would like to observe the formation of a central registrar system where a comprehensive file of records of adult scouters can be made for future reference as a potential source that can serve to consider individuals for well-deserved potential honors. My objective is to promote and advance the fundamental ideals and goals of scouting by furthering the highest principles of citizenship within our youth through the guidance and supervision of concerned adult leadership.

We should also focus on including our concerned, dedicated youth whose accomplishments and personal advancements in scouting endeavors have been recognized with honors bestowed on them with religious awards and Eagle Scout rank achievements - an untouched but very viable resource for future leaderships in scouting, religious relationships and potential civic positions where the values of family friendships and fellowships are enhanced and cultivated from the fundamental principles, moral and ethical standards derived from exposure to scouting experiences and training methods within our Frontier District and Mid-America Council.

This registry that includes both our maturing youth and experienced leaders should serve to be a very valuable asset for the present and future manpower needs for our community requirements.

It has been a distinct pleasure to serve in this prolific Frontier District whose quality commissioner services are unlimited, where talents are yet to be discovered and, hence, unrestricted areas for progressive performances and actions that will reflect additional challenges to be met in the days ahead.

### Additional Personal Comments

As we approach the threshold of the year 2000 of our beloved Boy Scouts of America, it is our very solemn privilege, pride and honor to personally express our very sincere thanks and appreciation to those dedicated, farsighted founders of our youth organization and their concerned followers and loyal disciples throughout the years for the perpetuation and growth patterns of those cherished principles of fellowship, benevolence and personal self-sacrifices with their everlasting traditions.

Our Frontier District and other districts within our Mid-America Council have continued to advance in stature in spite of numerous inevitable problems and crisis that they have encountered repeatedly during their many years of successful existence.

We are forever grateful for the well-established programs and scouting activities that have found roots and substance in the fields of education, charitable endeavors, wholesome camping adventures, affiliated youth ministries, contemporary career potentials, civic and well-defined community-centered projects in our respective towns and cities.

Our scouting organization has continuously sought to serve as a monumental guidepost and beacon to preserve and perpetuate our classic objectives to prevent illiteracy, child abuse, unemployment, drug abuse and hunger among our population of youth with more acceptable, traditional ideals and dogmas that reflect good citizenship.

As designated, concerned members of Frontier District and Mid-America Council, each of us can truly appreciate the significant strides that have been made in our respective jurisdictions. Nevertheless, we must never allow ourselves to become complacent, indifferent and impersonal with potential, varying degrees of individual apathy, pessimism and inaction in any of our respective units that we serve.

Our district can ill afford to permit this type of attitude to ever exist.

I am firmly convinced that our district can continue to be productive and progressive if each of us on a unit and district levels can be truly concerned and involved in the fundamental affairs of our individual, assigned units, particularly in attendance and participation in unit, district, and Council meetings and activities. We need to feel that all of us are related and that we are family. We must continue to become more and more concerned in building more constructive meaningful foundations within our individual units coinciding with district, regional Council and National thoughts, endeavors and objectives. A progressive, happy and strong family is one which shares the love, happiness, sorrows and mutual responsibilities of its respective members with compassion and understanding. Scouting provides the "family" society needs.

The traditional values of family, church and country should be instilled in each of us if we are to be successful in all of our scouting endeavors.

By accepting responsibilities, respecting all people and their individual rights and prevailing code of behavior, promoting unified efforts, trust, pride, loyalty and a determined dedication to each of our respective goals in scouting we can achieve the high standards of excellence that we seek to achieve.

Promoting good accurate lines of communications and sharing our individual thoughts and ideas with others advances our programs where dignity, honesty and mutual respects contributes to additional successes and tangible achievements in scouting.

By continuing to build and encourage better relationships, the numerous tasks and challenges of leadership can be achieved without impediments.

Individual and team efforts must be properly noticed and recognized through appropriate but timely channels of public recognition for services rendered within our district and council.

By publicly identifying these worthy contributions, it enhances new relationships for the future and elevates the values of time and energy that has been expended.

Our major objective is to promote and advance the fundamental ideals and goals of scouting by furthering the highest principles of citizenship within our youth through the guidance and supervision of concerned adult leadership in our district.

Through a united and dedicated effort, I am confident that each of us can render some substantial community scouting services that will reflect vision and everlasting achievements for which we can all take sincere pride and pleasure.

It has been very gratifying for me to be involved in this Scouting adventure with all its challenges.

My sincere appreciation to each of you within our Frontier District, Mid-America Council and National counterparts for your shared assistance and mutual courtesies.

May each of you involved in scouting continue to reflect the ideals and principles that were set forth by our founding fathers in scouting in an atmosphere of good fellowship and morality, rededicating ourselves as unit leaders and commissioners to a goal of progressive activities that will rekindle a fraternal spirit of pride and enthusiastic endeavors for our youth, their parents, chartered units and the entire community within our associated jurisdictions.

Primary Goals and Statistical Commitments as of 2000  
Greg Loucks, District Executive, Frontier District

1. Serve 4,000 chartered, registered youth in scouting
2. Establish and attain 100 active units
3. Reach a financial peak of \$85,000 in F.O.S. campaign
4. To increase the ranks of commissioner staff to 85 members assigning 2 units per individual leader.
5. A 90% trained leadership as opposed to 75% (1977)
6. An overall density of 33% in contrast to 29% (1977)
7. 75% quality established units from 50% (1997)

**Supplemental Leadership and Commissioner Scouting  
Resources**

## The Scout Law

1. A Scout is trustworthy  
A Scout tells the truth. He keeps his promises. Honesty is part of his conduct. People can always depend on him.
2. A Scout is loyal  
A Scout is true to his family, friends, Scout leaders, School, local, nation, world community and his civic environment.
3. A Scout is helpful  
A Scout is concerned about other people. He willingly volunteers to help others without expecting payment or reward.
4. A Scout is friendly  
A Scout is a friend to all. He is a brother to other Scouts. He seeks to understand others. He respects those with ideas and customs that are different from his own.
5. A Scout is courteous  
A Scout is polite to everyone regardless of age or position. He knows that good manners make it easier for people to get along together.
6. A Scout is kind  
A Scout understands that there is strength in being gentle. He treats others as he wants to be treated.
7. A Scout is obedient  
A Scout follows the rules of his family, school and troop. He obeys the laws of his community and country. If he thinks these rules and laws are unfair, he tries to have them changed in an orderly manner rather than disobey them.
8. A Scout is cheerful  
A Scout looks for the bright side of life. He cheerfully does tasks that come his way. He tries to make others happy at all times.
9. A Scout is thrifty  
A Scout works to pay his way and to help others. He saves for the future. He protects and conserves natural resources. He carefully uses both time and property.
10. A Scout is brave  
A Scout can face danger even if he is afraid. He has the courage to stand for what he thinks is right even if others laugh at him or threaten him.

11. A Scout is clean

A Scout keeps his body and mind fit and clean at all times. He goes around with those who believe in living by these same ideals. He helps keep his home and community clean.

12. A Scout is reverent

A Scout is reverent toward God. He is faithful in his religious duties and respects the beliefs of others.

## Teaching Methods

Scouting skills can be demonstrated and practiced through properly tried and true teaching methods.

Young people can know that God is important in the lives of their scouting leaders by the way they live and conduct themselves serving as role models for others.

When Scouting programs are managed and conducted through spiritual leadership, the church is able to reach out, touch and impact the lives of young people in such a way that entire families can relate to clerical principles and activities that can provide many opportunities through which people can see and experience God's love by virtue of worship, church schools and appropriate religious programs. Scouting thus provides a more knowledgeable and effective religious faith that is both viable and practical.

As a Scout experiences his close contact with nature, he learns to have a greater appreciation of God's handiwork. This wisdom strengthens and reaffirms his reverence toward God. He then recognizes that Almighty God made the sky and all its stars in the galaxy and he expresses his sincere thanks to Him within his heart as the Creator of all things.

The Scouting program encourages a boy to be an active member of the church or synagogue of his choice. This provides him the best and the unique opportunity to be of service to God and others.

The executive leadership of the Boy Scouts of America expects its membership to accept the religious principles stated in its Charter and By Laws, the Cub Scout Promise, the Scout Oath and Law, the Explorer Code and on their membership applications form.

These fundamental commitments are involved in a firm belief in God, reverence towards God, fulfillment of religious duties and an undivided respect for the devout belief of others.

According to the twelfth part of the Scout Law: "A Scout is reverent." He is reverent towards God. He is faithful in his religious duties, respecting the conviction of others and refraining from interfering in matters of custom and religious beliefs of others.

This reverence consists of that respect, regard, consideration, courtesy, devotion and affection which an individual displays for some person, place or thing because it is holy.

A scout shows true reverence in two ways. First, he offers a prayer to God, expresses a love for God and serves Him faithfully through his adopted church. Secondly, in his every day activities, he strives to assist others because they are made by God in his likeness. He and others are very important in the sight of God because God made them.

The inalienable rights expressed so eloquently in our historic Declaration of Independence also came from God.

That is why one respects others whose religion and customs may differ from his own. All one's life, a scout will be associating with others whose beliefs and traditions may vary from his own personal, accepted doctrines.

A scout will find help in living this twelfth part of the Scout Law in the varied scout Religious Awards of the many established faiths. By working with one's minister, priest, rabbi or designated religious advisor, he may successfully earn one or more special awards and honor for achievement. This is bestowed on scouts strictly under the singular authority and guidance of one's own religious leaders conforming with the specific criteria of the adopted faith and not governed by the National Scout Office.

The priceless heritage of America is work. Working for the satisfaction of accomplishment and earning self-respect is a measure of greatness. America is the land of opportunity - the opportunity to pursue a task and achieve goals of true accomplishment.

Doing one's part in one's respective accepted Church or Synagogue starts with knowing and learning the sacred teachings and ideals of one's every day life.

Regular attendance with an active participation in religious service and other activities are just as important for adult leaders. Taking an active role in one's church or synagogue and helping out whenever one can sets a good example for younger members. Leadership in Scouting helps one to provide proper, effective leadership in one's Church - affiliated organizations and related institutions.

By doing one's duty to God, by living up to the Twelfth facet of the Scout Law and by active involvement in church-centered activities, one can assist one's church and synagogue at all times.

Scouting can also be an integral part of youth ministry and thus becomes a valuable resource for future clerical leaders: both in clerical and laity sectors.

## **Scouting Resources for Effective Commissioner Service**

1. Mid-America Council  
Boy Scouts of America  
12401 West Maple Road  
Omaha, Nebraska 68164-1853  
Internet: \www.novis.net boy scouts  
Bus: 402-431-9272  
Fax: 402-431-0444
2. Boy Scouts of America  
(Supply Division - Catalog)  
P.O. Box 152079  
1325 West Walnut Hill Lane  
Irving, Texas 75015-2079
3. "Scouting's Library of Literature"  
Boy Scouts of America  
Supply Division  
National Distribution Center  
2109 Westinghouse Blvd.  
P.O. Box 7143  
Charlotte, North Carolina 28241-7143