

**AN ANALYSIS OF THE VOLUNTEER POSITION
OF THE COUNCIL COMMISSIONER
BOY SCOUTS OF AMERICA**

by

James William Protzman
Council Commissioner
Mid-America Council
1989 - 1992

The Headquarters of the
Mid-America Council
is in Omaha, Nebraska

A DISSERTATION

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The College of Commissioner Science

Under the Supervision of

Robert Welk, Dean

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Dedicated to New Council
Commissioners in the United States

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DEFINITIONS

Volunteers

Council Commissioner	CC
Assistant Council Commissioner	ACC
District Commissioner	DC
Assistant District Commissioner	ADC
Round Table Commissioner	RTC
Unit Commissioner	UC

Professionals

District Executive	DE
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CHAPTER I

THE BASIS FOR MY ANALYSIS

This analysis is based on my own term as Council Commissioner of Mid-America Council from 1989 - 1992; my experience as a member of The Board of Trustees since 1972; and as a member of the Executive Committee; also, my Scout life beginning as a Cub Scout in Cedar Rapids, Iowa in the fall of 1936 and continuing in Omaha in 1938 until my Scout Troop was disbanded in the World War II years.

Following my college years, I returned to Scouting as a Scoutmaster in Mason City, Iowa, at age 24 and later served as an Assistant Scoutmaster in Fort Dodge, Iowa. During my tenure on the Mid-America Council Board of Trustees I have served in various jobs - Council Treasurer, Cubmaster, Council Camp Promotion Chairman, a member of the Troop Committee in my son's Troop, and District Chairman of the District where I had been a Cub Scout and a Boy Scout. My last job before being asked to be the Council Commissioner was running an Explorer Post on stocks and bonds. The present Council Chairman, John Gottschalk, was then Chairman of Exploring and he asked me to crank up that Post. I had thought that I would end my active scouting when I retired as District Chairman. Obviously that was not to be. Later on as Commissioner, I nominated John to become the Council Vice Chairman; Tit for Tat. In 1981 I served at the National Jamboree at Fort A.

P. Hill, Virginia, with the North Central Sub-camp.

The Mid-American Council during my term as Commissioner consisted of over 6,000 registered volunteers; 16,000 uniformed Scouts; 11 Districts in Southwest Iowa and Northeast Nebraska; over 650 units in some 300 communities; a professional staff of around 20; some 280 Trustees; 5 camps; and 3 Chairmen in succession.

Today I consider Scouting to be alive and well. The Eagle Scout is held in high regard by the public. Even though certain divisive groups are attacking certain Scouting values, the Boy Scouts of America, as a private institution, plans to stay the course. My life in Scouting has put me in direct contact with thousands of boys, thousands of volunteers, a succession of Scout professionals, and many of our Chartered Partners.

While much is in written form for the Boy Scouts and the professional and volunteer leaders, little has been written on the specific subject of the Council Commissioner; hence, this Thesis is from the perspective of this recently-retired Council Commissioner. This Thesis is directed to those few of you who have been selected as Council Commissioners. Perhaps something in this paper will be helpful to you as you begin what should turn out to be the best job you've ever had in Scouting.

J.W.P.

THE CONTEXT OF THE STUDY

The Boy Scouts of America has served as a key youth organization since 1910. The goal has always been to provide young men the tools to be better citizens in their youth and to be tomorrow's leaders. This is done through leadership that has the simple goals of providing fun, advancement, and camping to the uniformed Scouts.

The epitome of success in Scouting is the Eagle Scout. He has spent the time and the energy to achieve this coveted medal. Any major, worthwhile group in the United States often finds adult Eagle Scouts providing leadership. We always hear the statistic that 2 out of 100 Boy Scouts become Eagle Scouts. In 1993, 33,672 boys became Eagle Scouts. Boy Scout enrollment in 1993 was 979,192. So, the current number is 3.43%. (BSA numbers from National were supplied by Larry Otto of Central Region.) Has quantity superseded quality in our Eagle review process? I suggest that every Commissioner monitor this most important function.

True, only around 20% of today's youth become Scouts. Non-participation is attributed to a variety of reasons. The principal reason, in my opinion, is that only the leader type find Scouting worth the effort.

This study dwells on the operation that provides Scouting to this special group of boys; the leader type. Dr. Gil Kettelhut's Doctorate Thesis of 1989 carefully details why youth who participate in activities find such activities "instrumental in

their growth and development." ("Analysis of selected student characteristics and student participation in school activities in selected Nebraska high schools," Douglas Gil Kettelhut, Ed.D., University of Nebraska, 1989.)

While I termed Scouting's goals as "simple" there is a massive national organization that delivers the Scouting program. The key to success lies with the Scoutmaster and the Cubmaster, their assistants, and, of course, willing boys. This is the "Unit." Behind the Unit is a complex bureaucracy, if you will, that is the support operation. The designated Council leader of the uniformed Scouts and Scouters is the Council Commissioner.

My intention through the urging of Bob Welk, Dean of the College Commissioner Science, is to present a dissertation that will be helpful to Council Commissioners, as well as professionals and volunteers who work with Council Commissioners.

There is no other job like it in Scouting. Good friend and former Mid-America Council Commissioner, Roy Smith, says, "Being Commissioner was the best job I ever had in Scouting." I feel the same way. When I was Commissioner, Roy only answered my questions. He never volunteered advice. Only in the last four months of my term did he ask a favor and that was to help a professional Scouter. I did it and it was the right thing to do.

THE ORGANIZATION OF THE BOY SCOUTS OF AMERICA

In my profession, investment banking, it is generally accepted that a national business organization starts with the national Board of Directors and moves on down through the officers, the various divisions, to the newest hire; or, the most important down to the least important. Not so in Scouting, the way I look at it. The reverse is true in Scouting. The Unit is the KEY. (See page 10 which illustrates this past Commissioner's view of The Boy Scouts of America's Organization Chart). The Unit consists of the boys, their leader, the leader's assistants, the Unit Committee, the Unit helpers, the Chartered Partner (church, school, or civic organization) and the parents. This is where it all happens. As Commissioner, had I had but one thought process, keeping the Units going would have been it.

Units are located in a District. The District may cover X square blocks in a city because of the density of available youth or the District may cover many governmental counties because of the lesser number of youth. Today Mid-American Council consists of 11 Districts in 37 counties of Southwest Iowa and Northeast Nebraska. Southwest Iowa has 3 Districts whose area stretches from the Missouri River to a north-south line just west of Des Moines, Iowa. The northern District is Ohwahnassee. The middle District is Trailblazer. The southern District with its border along the Missouri State line is Nischa Nimat. On the Nebraska side of the

Missouri River is metropolitan Omaha with the 4 Districts of Fontenelle, Frontier, Umoja, and Voyageur. To the northwest of Omaha are Golden Rod, Petah La Shauro, and Diamond Dick, which extends to the South Dakota border. South of Omaha is Wagon Wheel.

Districts are governed by a District Chairman, a District Commissioner (DC), and a District Executive (DE), who is a professional Scouter. The DC and the DE are uniformed. This governing group is called the Key Three. The Chairman and the District Commissioner are selected by the District Nominating Committee and approved by the Council Executive Committee.

The DC has uniformed Assistants, ADC, and Unit Commissioners, UC. The District has committees of both uniformed and non-uniformed adults that serve on such committees as camping, advancement, membership and FOS.

The Key Three's jobs are to see that all of these leaders and helpers are trained properly (a never-ending process) and that District goals are met. A Unit run by non-trained volunteers will fail.

In Mid-America Council today the Districts are self-governing. For many years the primary governance was the Council and in particular, the Scout Executive. I firmly believe that District governance is far better as it involves or should involve more volunteers. It is the democratic way and Scouting is a God and Country way of life.

Let new blood into the governance. Districts that do not change volunteers

fail to grow compared to those that do. Sometimes things have fallen apart and the Key Three of the Council have to step in and reorganize. Too often the local DE - alone or with a superior - gets involved and bypasses the volunteers and the District Nominating Committee process. They would be much better off by trying to get the District Committee to act. If that fails, they should go to the Council Key Three. Unfortunately a few professionals have little or no regard for volunteers. Some just don't like volunteers. Any large Council seems to have a few of those professionals in the way. Scouting needs quarterbacks - not hold backs. Troops and Packs, in my opinion, all need Unit Commissioners. As a matter of fact when I was a District Chairman I did not believe we needed UC's. I was wrong. Why? An active, trained UC regularly visits units. It is his or her job to be the direct supporter of the assigned units. The UC becomes a pal of the leader. The UC is in a position to spot a weakening link. Help can be summoned. Tell every DC candidate that he or she must support the UC program.

As CC, I lamented the fact that a unit went out of business. I received a sheet each month telling me what units were dropped. There was never an explanation. Our professionals usually did not know. That scared me. Someone needs to know. When a unit in a one unit community dies, that ends the Scouting dimension in Johnny's life - let alone prevents him from becoming an Eagle. That someone is a Unit Commissioner.

However, the Unit Commissioner concept has yet to be sold to some

professionals and volunteers and especially the DC's. Those UC's can be trained by the District and in the College of Commissioner Science. Why not make Roundtable Commissioners into Unit Commissioners also? This would give the RTC direct access to Units and should be a good learning experience for the RTC.

Behind the Districts is the Council. Ours is the Mid-America Council (MAC). Our Council consists of some 280 citizen Trustees from throughout the Council, who in turn, designate an Executive Committee of around 25 men and women. Most Executive Committee members head a Council Committee such as program, fund raising, endowment, facilities, and relationships.

The Trustees through the Nominating Committee select the Officers; again a Key Three: The Chairman, the Commissioner, and the Scout Executive (who is the President of our Council and CEO). Most Councils carry a volunteer President, the Commissioner, and the Scout Executive as the Key Three.

The Executive Committee appoints Program Chairmen, who are Trustees. It also appoints National Council Representatives who are Executive Committee members and always included are the Chairman and the Commissioner.

The Scout Executive has a professional headquarters staff. That staff is housed in the Council office. The Scout Executive has a Director of Field Service and Field Directors, who are a direct link to the District Executives. DE's usually live in their specific Districts.

Each Council is part of a Region, which has its own professional and

administrative staff as well as a Board of Trustees. Regional professionals are assigned to specific Councils. The four Regions in the United States report to the Chief Scout Executive of the United States. He and his staff are headquartered in Irving, Texas. This is "Corporate Headquarters." The Chief Scout Executive reports to the National Board of Trustees, which sets policy. All of these layers are in place to support the Units. Does it work well? Yes.

This past Commissioner's view of the Boy Scouts of America's Organization Chart

The Unit

The District

The Council

The Region

National Headquarters

National Board of Trustees

CHAPTER II

THE COUNCIL COMMISSIONER

The official "Job Description - Council Commissioner" is as follows:

- Report to the council president and serve as an officer of the local council, a member of its executive board and executive committee, and as a National Council member representing the local council.
- Be responsible for the unit service function of the council.
- Chair the regular meetings of the district commissioners.
- Be responsible for the conduct of sufficient training opportunities so that every commissioner may receive training shortly after commissioning.
- Plan and conduct an annual commissioners conference for training, recognition, seminar discussion, and morale.
- Appoint assistant council commissioners.
- Encourage and help district commissioners recruit full staffs. Assist in recruiting district commissioners as needed.
- Be responsible for the maintenance of the standards of the Boy Scouts of America as it pertains to uniforming, wearing of insignia, use of the program, and other policies and procedures.
- Promote the use of the national honor unit as a standard of performance and

ensure, through the district commissioners, recognition of unit leaders and units achieving this standard.

- Be responsible, through the district commissioners, for the presentation of program plans, ideas, materials via effective roundtable presentations in the districts.
- Be responsible, through the district commissioners, for the effective use of the annual service plans as the method to ensure the health and tenure of units, giving special attention to the roll call and inspection, charter-renewal meetings, charter presentations, and use of Boy's Life magazine.
- Keep the president and executive board apprised of the condition of units.
- Cooperate with the membership/relationships chairman for the successful conduct of the annual membership recruiting effort.
- Serve as a member of the Council Key Three.

Again, my reason for writing this dissertation is to discuss some of that detail from my perspective alone during my four years as Council Commissioner in the Mid-America Council, 1989 - 1992.

Beyond the "Job Description" there are a series of guidebooks relating to the duties of the various commissioners. Some that the BSA has available are as follows:

- * **Commissioner Manuals**
 - 33614 Commissioner Basic Training
 - 36172 Commissioner Field Book for Unit Services
 - 33616 Commissioner Conference Guide
 - 34120 Commissioner Administration of Unit Service.
 - 34522 College of Commissioner Science

Audio Visual Support

- AV-039 Staffing the District
- AV-041 Supporting Unit Operations
- AV-680 District Operations
- AV-04V001 Helping Unit Succeed
- AV-005 The Unit commissioner
- AV-005 College of Commissioner Science

I am not aware of any of the past CC's that I know who had previously served as DC or ADC before becoming the CC. I had not. To date, I have not found any prior writings by a Council Commissioner. Moreover, I don't know that any one who has not been a CC could accurately assess a CC just by observation. Each CC brings his own style. Our Council has not had "figurehead" CC's in the past nineteen years. I don't know what occurred before then. I do know that the three who continue to live in our Council remain active in Scouting, serving not only our Council but other Councils as well.

The "Job Description" is obviously a broad directive established by the Board of Trustees of the National Council. With good forethought, the "Job Description" is a macro management plan. It cannot be a micro directive for the simple reason that the Council Commissioner of part of New York City, for example, has a far

different agenda than the Council Commissioner of my Mid-America Council or, say, the Commissioner of the Council of Montana, which serves the entire state of Montana. The Transatlantic Council serves the American military and diplomatic corps throughout Europe, the Middle East, and North Africa with headquarters in Germany. How would you like to be CC of this Council?

That's the big picture of being a CC. Recall that I said the Unit is the key to success, whether that Unit is in Montana or Tangiers.

THE SELECTION PROCESS

The Council Nominating Committee is the formal route for selecting a CC, who is elected to serve one year with a maximum term of four years. (See pamphlets on "Council and District Election Procedures" No. 34519 as well as "Council Nominating Committee Worksheet" No. 33158.) The four year term also applies to the CC's Assistant Council Commissioners and the District Commissioners. There just are not enough men and women to serve only four years as Assistant District, Roundtable and Unit Commissioners.

The election of the Council Commissioner is usually a formality. The actual selection can be months before the election held by the Nominating Committee. This may surprise you. I did not know exactly how a Council Commissioner is selected. That is, how does Mr. X or Mrs. X get the job?

Why didn't I know? I never thought about it before I was asked. In reflection, if I happened to attend a Nominating Committee session I'm sure I always voted for the one name presented. "The nomination is tantamount to election." I did so because I always was in favor of the one nominee. I never regretted voting for my several predecessors and I've only regretted one Chairman (and most everyone else did, also). Fortunately, he was not the Chairman when I was CC. The point here is that the selection system of Council Commissioners seems to work well.

What do I know about it? A few pages ahead you will encounter the story of

how I was asked and what happened. The only participation I have ever had was in the selection of my successor, a long time Scout friend who certainly fits our Council's selection qualifications. Our Scout Executive asked me to give him a list of "three or four names." He said that our Council's criteria is as follows;

1. A member of the Executive committee (which says that he has long been an active Scouter with a Boy Scout history).
2. A man who is as much at home in a board room as at a campfire site.
3. A communicator.
4. A flag flyer.

Let me give my composite of my four immediate predecessors and you'll see the reasons behind the criteria for selecting a new Council Commissioner.

A Trustee

Silver Beaver

Unit Leader experience

Cub Scout and/or Boy Scout

Family man or woman

Civic leader

Well regarded in his or her work

Public speaker

Well regarded by fellow scouters

A good record of doing Council assigned jobs well

A decision maker

Did not run for the job

Brings new ideas into play

Creates enthusiasm amongst the Scouts and Scouters.

The nominating committee of any major Council will have the privilege of choosing from a list of qualified individuals. These committee members all know each other and take pride in their Scout work. They all know the system.

Of my four predecessors, one is an insurance executive, one an automobile dealer, another a banker, and the fourth a retired Lt. General of the Strategic Air Command. They each had gray hair as Commissioners. They all were Boy Scouts in the 1930's. I fit in these two categories.

MY OWN SELECTION EXPERIENCE AND OBSERVATIONS

In December of 1988, I received a telephone call at my investment company office from the Scout Executive, who asked for an appointment along with his Director of Support Service. The Scout Executive had been in his job five months. The Director is a long time Council professional and good friend. "Would you be the new Commissioner?" asked the Scout Executive. It simply had never occurred to me. Never. What had occurred to me over my Scouting years and particularly as a working Trustee for 16 years was that I felt that there were areas that needed to be changed, deleted, or added. The three of us talked about my thoughts and theirs.

I knew that they were authorized to ask me. I also felt that they had the option to cancel the invitation if the Chairman, his close peers, and the Scout Executive did not feel I was in sync with their broad plans. Apparently I was.

What had I wanted?

- 1. Decentralize and give the District operations to the several Districts.
- 2. Prepare a long range plan using the best brains available.
- 3. Create a good newspaper to communicate with those who drive or would drive better Scouting in our Council. The one we had was bad.

- 4. Give the Director of Support Services to me as my Scout professional aide for at least one year.

Hands were shaken and they left. I was the new Commissioner replacing a very popular Commissioner who always gave interesting reports and seemed to know a lot more than I thought I knew. (After four years I had learned that only the Commissioner can know all that stuff.)

I took over in January of 1989. Immediately I had the Director of Support Services at my side. Three wishes to go. Within ten days we had a total commitment from the President of the *Omaha World-Herald* newspaper, our current Chairman, that he would donate a Desktop Publisher and provide a staff trainer to start the new newspaper. The first publication of *The Bugle* came out in February, 1989, and continues to be published each month except July. Two wishes to go.

By the summer of 1990, a five year plan had been developed by a talented group of dedicated Scouters chaired by the volunteer President. The plan was approved by the Trustees in October, 1990.

The Council was decentralized. Some districts took it to heart and moved right on to running their own show. Some of the others were slower. There had been a deep mistrust in some quarters about the Council and how it was run in the past. I never faulted their thinking. That's why I and, of course, many others wanted it decentralized. Every once in a while the Chairman or the Commissioner has to remind a professional that they are a paid support staff and not in the dictator

business. Too many want a centralized command, if you will.

If letters, telephone calls, and one-on-one visits are any indicator, I can report that the criticism of the Council declined each year during my tenure. Or maybe the volunteers gave up thinking we weren't listening. Does our Council now run perfectly? No, and it never will. No large volunteer organization does, as there are many points of view. I respect that. Is it better than when I took over? I think so. At least, I hope so. Each administration should leave with having added to the Council's heritage.

Along with the change in governance, it was my pleasure to be the "Commish" when others completely renovated Camp Cedars with a \$2,800,000 reconstruction. My peers in other Councils refer to it as the Cedars Hilton.

By the end of my term, thanks to a superb committee, 276 Scouts had signed up to go to the National Jamboree in August, 1993. The only thing that I did to enhance the project was to invite the Chairman to come to a District Commissioners meeting and give them the pitch. I then kept pushing the DC's at each meeting to promote it heavily in their District. When something like this works, it gives the "Commish" some inner satisfaction. Hopefully, not however, complacency. There's no complacency around when you get a telephone call reporting sexual abuse in one of the units.

CHAPTER III

DOING IT

This section is included to inform my readers as to how I went about it. I had seen nothing before that gave me any well marked pathways. Perhaps this will help both a future Selection Committee and a Scouter who just said "Yes" when asked to be Council Commissioner. I'll discuss what occurred. Time will determine if I had more pluses than minuses or vice-versa.

I decided to get out into the Districts immediately and listen to what the Scouters and Scouts wanted or didn't want. I accepted most invitations to speak and asked the Scout Executive to ask the DE's to push the Districts to invite me. I continued to do that for four years. I learned a lot in those visits.

Our Scout Executive suggested that I hold almost monthly District Commissioners meetings. A bank loaned me their exquisite Board Room for these meetings. The DC's loved it and it continues. Scouters like to participate in successful opportunities.

In a changing of the guard in one District, it was suggested that I give the exiting folks a plaque from the Commissioner. They were grateful. From then on I gave two inscribed plaques at each District gathering. One to a man and one to a woman in praise of their unheralded work in their District. The DC or the DE

would furnish me with the names of the unsuspecting recipients. That was a great idea from a person whose name escapes me. I immediately set out to find a retired District Commissioner who knew his stuff and who knew the other DC's. I found this man in the first 90 days. He had ADCs and Unit Commissioners in place and doing the job. I took him to lunch and asked him to be my Chief ACC. He accepted.

He took me to lunch the week before we both retired from these two jobs. He became a close friend, confidant, traveler, doer, a Trustee, a Silver Beaver, and a fellow that the DC's liked because he had been a DC (I had never been any kind of a Commissioner). Also, no Commissioner, Council officer, nor Council professional had ever called on me and any of my Units. I thought at the time that that was wrong. I still do. That's why I want a fully staffed Unit Commissioner program where the Commissioner (he or she) is trained and calls on the assigned Unit regularly.

The Chief ACC had what I knew I did not. Scouters pride themselves in running their deal by the book. My Chief knew the book. I didn't. Yet it is important.

There is not a Chief ACC in "The Book." I dreamed it up. He liked it. Everyone else knew that he was indeed the Chief ACC. They went on to learn that what he said was in my behalf also. I never failed to back him on some iffy problems. The Chief and I visited a great deal. The same was true with the Scout

Executive.

I enjoyed working with three Chairmen over the four years. Each was and is a powerful civic and business leader. All were Boy Scouts. One was a Cub Scout, a Boy Scout, an Explorer, and an Eagle Scout.

We did not have Key Three (the Chairman, the Scout Executive, and the Commissioner) meetings except once in my four years. Why? One of us was out of town or ill. We had, instead, Key Two meetings. The Chairman and the Scout Executive. The Commissioner and the Scout Executive. The Chairman and the Commissioner. The first Key Three meeting this year ended with only two. One was out of town.

We are a large (in BSA Terms a 55) Council with a big budget (\$2 million plus), a large staff, and thousands of kids and volunteers. The Chairman has his thing to do and the Commissioner has his. Of course, I'd see my Chairman at Executive Committee and Trustee meetings, a special project meeting, i.e., Long Range Planning; and I'd see him around the city. We talked on the telephone and copied letters to each other. Not a lot.

Busy people don't need more meetings. Professional Scouts seem to thrive on them.

COLLEGE OF COMMISSIONER SCIENCE

The College was a home run. The College quickly attracted the best of our Commissioner staff. My chief and his ACC training buddy from Strategic Air Command brought the idea to me in June of 1989 - 6 months after I started. By Labor Day, it was written up, staffed, and set for March 1990.

A Strategic Air Command Scouter who had been District Chairman, Three Rivers District, of Transatlantic Council in Germany, transferred into Offutt Air Force Base near Omaha in August, 1989. He had been through the Atlanta, Georgia Council's College program. He became an ACC also and certainly helped the College get up and running.

Our College has run full bore for four years - 1990, 1991, 1992, and 1993.

There are three reasons why:

1. Our Council needed it, especially with our Districts running their own shows.
2. An overall excellent faculty made most of it interesting and worthwhile.
(Some instructors were disasters.)
3. The Scouter students gave it a good go. I went as a student all four years.

Each year it needs to be tuned. A critique meeting is held shortly after the College adjourns. Faculty members who could not deliver to the students were

dropped and new ones asked. Teaching, not unlike writing, is difficult for most of us. We found that our first year students received about what they had already learned in District training; hence the need to revise first year curriculum.

The current Dean is a long time Scouter Trainer. In 1991 I asked him to be in charge of our forthcoming Third Year Doctorate Program in 1992. He is an outstanding instructor. He also is a Professor of Theater at the University of Nebraska, Omaha. I was so impressed with his class where I sat as a student and for whom I am writing this dissertation, that I asked him to be Dean of our 1993 College under the new Commissioner.

This, our fifth year, the Commissioner is having a Commissioners Conference for one Saturday in lieu of a College. The College convenes Friday evening and runs through Sunday noon. The Council will rekindle the College when we have enough new Commissioners to support a full bore College, which demands a lot of getting ready and doing.

I found that the College attracted a highly talented group of creative starters - from audiovisual experts to knowledgeable and enthusiastic instructors. If you have not done the College of Commissioner Science I urge you to put one together. Depending upon the size of the Council that is initiating a College, you may want to put in with other Councils in your area. We had faculty and students from other Councils. Our goal is 125 students per year. Let me say that I was looking for whatever it was going to be to make my watch different. The College was it.

VOLUNTEERS

Finding, Training and Changing

How did I find good volunteers? Day by day with lots of help.

Any Council of size has a great deal of knowledge in its volunteer group. Our Council of 17,000 Scouts has over 6,000 registered volunteers. I finally had 160 Commissioners with slots for 200 so we had a way to go to fill out our Unit Commissioners and to replace retirees. The current Commissioner has a full deck. That became a priority for my Chief ACC. Because of the College, where key faculty were made ACC's, I had an unusual amount of ACC's who helped spot good volunteers. Filling critical spots and getting people trained is a never ending job in our world of Scouting.

There is a tendency of those in charge, from the District Key Three to the Unit, to load their favorite Scouters and helpers with the same jobs year in and year out. This freezes out new potential Scouters. It leads to weakness later on.

One of my last acts as CC was to seek the help of our Council Chairman to find a new District Chairman who would be briefed with the fact that his District suffers from "old boyism." The reason I asked the help of our Council Chairman was because his factory employs the one we targeted. He talked to him and told him to take the job. One of my ACC's from that District had given me the tip that the target would do well. When the target said he would, then my ACC went to the

District Nominating committee and it voted for the target.

Because of all the "old boyism," the District Committee was not functioning. This District was run for decades by one man. It was almost like his own Council.

The lack of District volunteers to act was a result of what I termed "the dictator years." The DE felt he had to take the bull by the horns and reorganize the District. He called on the power structure which had not been included by "dictator" and the power folks told DE to take a hike. He should have gone to the Council Key Three right away for ultimately it was the Council Key Three that made the deal work. The District is over 50 years old and each annual recognition dinner has had a decline in attendance for some time. Guess what, one of our smallest and new rural districts that uses the most volunteers had four times as many at their dinner than this old boy District with twice as many kids in the program. District volunteers must be told what is expected of them.

As Commissioner I hit recruiting and training within the District until the volunteers were probably sick of it. Obviously, the District just discussed above, was represented at our District Commissioner meetings, but it takes some longer than others to get the word and change. Scouters, too, abhor change ("I liked our old camp a lot better before THEY remodeled it.")

Women have proven that they are good, registered uniformed Scouters. The super Troop in my nearby town of 1,700 has had three female Scoutmasters in a row.

I think that recruiting volunteers today is no different than when I took on a Troop forty years ago. It was difficult then and it still is. Now we have a high percentage of single parent families led by the mother and usually the mother works at a job. She is taking the time to be a Scouter and she's good at it. The red necked Scoutmaster grits his teeth on the subject. He's wrong.

Patterns of old Scouters - I had not thought about it until later on in my Commissioner years.

1. They love Scouting. Most are just adult Boy Scouts.
2. Scouters like to have as many boys as possible and as many assistants as possible. (However, most don't care to rotate and bring in new blood.)
3. They like to assemble with their peers at District Roundtables, District dinners, camporees and summer camps.
4. They camp, and camp, and camp.
5. Their Class A uniform tells the Scouting world just who they are and what they have done. Wood Badge beads, two rows of ribbons, and 30 years worth of service stars get anyone's good attention.

These are the ones that make the Scout world go around. Red necked, old boy, or what have you, I love these people. I'm not one of them. For twenty years I've been on the Council, not with a Troop at summer camp or on high adventure, but they need the Council. How many times have you heard them say, "Council says..." If they don't like a policy they say, "Council says we have to do it."

Conversely, if their helpers are reluctant to crank into one of the Scoutmasters new deals, he says, "Council says we have to do it."

I personally made it a point as Commish to know at least one red necked, old boy Scoutmaster in each District. And after a while, I gathered that each one liked being on a personal basis with me. They sold to me. I sold to them. The ACC who pointed out the possible new Chairman had been an old boy Scoutmaster. He was a fountain of information. Down deep he knew that he stood high on my list. Why? He made an Eagle Scout of my son. He is as fine a gentleman as you'll ever meet anywhere.

Hiring and firing volunteers and professionals. This is very much a part of the job. I became a business owner at age 25 and within a few years I elected to following: Hire the best for the job; fire anyone who is being a holdback instead of a quarter back. This applies to not-for-profit organizations too, including BSA. Sure, volunteers can be fired. In Scouting my attitude has been that if a volunteer has taken a position to keep our BSA movement from going forward then he or she should be replaced.

Case Study I. The D.C. of a major District had been pulling the wool over the eyes of the Council. What he reported and what actually was happening both in Scouting and in his business life were two different things. At approximately the same time, he was asked by his business associates to resign and by this Commissioner to resign. (I had not known of the business situation until later.) He

immediately announced that he was moving from the area and publicly resigned as DC. This occurred just before the District dinner. I personally gave him a plaque "for his outstanding service in our Council." This was in the first four months of my term.

As a new Commissioner if you are a listener you can learn a lot of pluses and minuses. And you don't have to have constant blood lettings. It only takes one to get attention. I asked the District Nominating Committee to consider so and so as the replacement DC. He came aboard and did a cracker jack job. Maybe they were glad to get rid of the guy or perhaps they were accommodating the new Commissioner. Whatever.

Case Study II. Several months after Case I, it was made very clear to me that this DC with his red jacket and coffee cup was not doing a thing. No meetings, no directions from him, but pleased to be the DC. I had known him so I visited him. He cast me off immediately. So our Scout Executive and I went to see him and offered him a new position which he flatly turned down - one where he could have done something. He told me that he might quit as DC the following June which was some ten months away. I fired him that night. No plaque. The District Nominating Committee found a jewel of a replacement and he has stayed beyond my retirement.

Case Study III. For what proved to be in most instances, a complete failure on the part of the Council to communicate warm vibes, this DC began gathering supporters to secede the District from our Council and go to another Council. He

had had a series of third string DEs and was usually without a Chairman. An old Boy Scout and a business friend of mine is a true community leader. I asked him to be Chairman. He asked for a good DE. Chairman talked to bitter DC. DC was pleased to see the change. He privately asked Chairman if he could retire as DC. At a District dinner Chairman announced DC's retirement. I attended the dinner. I gave him a plaque. That became a photo and nice story in that community's newspaper. The Council created the problem and allowed it to go too far. We were lucky it turned out OK.

Case Study IV. Then there was a case involving a DC with big personal and medical problems. As I had done with a neat guy and good friend ACC, I asked the DC if he would like to take a leave of absence as I was most concerned about him. He did not choose to do that. The Chairman did not want him to leave. The prior year they had run a Quality District. I retired. He completed the year. The District was not awarded Quality District. Moreover, my retirement took the monkey off of my back and put it on my successor. Darn poor transition on my part. He then resigned voluntarily just when the Chairman's term was up and the DE had been reassigned. In just one year a smooth running District lost many key Scouters and a whole rebuilding is required. My error!

PROFESSIONALS

Let's switch to Scout professionals. In my opinion formed over the years, being a professional Scouter is a difficult job. It is a day, night, weekend work schedule. Hard for the single as well as the married professional. There is a constant pressure to build enrollment, increase FOS, sell more popcorn, add units, find chartered partners, run the camp, be at camporees, bail out a Scoutmaster, slave under the DC, cow tow to the Chairman, the Commissioner, the Executive Committee, the other Scouters, committee folk, and unit leaders. Some times it's hard to remember that kids are involved. Some handle it with apparent ease while many simply fail and leave on their own or by request.

Like you, I've been involved with various non-profit organization staffers. Most of them have similar jobs except the Boy Scout personnel as I view them. I have an admiration for all sorts of people involved in non-profits. I personally can't imagine taking a college major in such work.

Being a paid social worker is far different than what I do as an investment banker. But maybe I'm a volunteer social worker. I just thought of that.

Yet, some professional scouters should never have joined BSA and the sooner they are gone the better will they be as well as BSA. As mentioned before, the professional Scouter who does not like volunteers should be "counselled out" of the movement. Scout Executives in big Councils always manage to have a few anti-

volunteer types getting in the way and provoking their peers and the volunteers. Usually those types don't see the kids, even though the mission is only about kids. And each one always thinks he or she is a top banana.

Professionals who hype the numbers for their myriad of reasons need sharp counselling. If it is because of Scout Executive pressures on his staff, then the Chairman and the Commissioner need to have a heart-to-heart talk which equates to cut it out or go down the road. It is a CC's job to spot the problems and correct them. That's part of your job. Who else will even know that a problem exists?

The Administrative Staff

This is an unsung group that few even ever see other than the Scout store clerks. Why do they choose to work in a Scout office where most every aspect of it is lesser than most business offices? Most of the equipment is second hand. The area is usually shabby. The perks - what perks?

These are the people - mostly women - who keep score, order the patches that always come late, and put up with out-of-line professionals and volunteers. I learned to know half of them well and the other half not at all. My hat is off to all of them. A CC needs them badly.

THE COMMISSIONER'S VISITING AGENDA

My priorities of attendance while Commissioner:

- a. Executive Committee meetings
- b. Meetings with the Scout Executive and/or the Chairman
- c. Annual Council Recognition Dinner
- d. Citizen of the Year Luncheon

Our Council has an annual June luncheon recognizing a leading citizen - corporate chief, benefactor, rain maker. Individual tickets and full tables are sold to Omaha's corporate world - the haves, the wannabees, the networkers - line up to get in by advanced registration. It gives the Council plenty of time to show off with good, short speeches by top, well known Scouters. A movie on summer camps. The Pledge led by a little Cub Scout. It's good. It sells Scouting to the local world of business. Try it. I think you'll like it.

- e. Meetings with District Commissioners
- f. District Recognition Dinners
- g. District Roundtables
- h. Council and District Camporees and Summer Camps
- i. Eagle Scout Ceremonies

I don't believe I missed any of a. through e.

- f. Around half of our District Dinners each year. My own District I made

every year.

g. Very few

h. As many as possible

i. Last does not make least. Most Eagle Ceremonies are held on Sunday afternoon. With several hundred Eagles each year and mostly during the school year, it is mathematically impossible to attend but a fraction of the total. Going to one beats any a. through g.

Dress: How to dress seems to bother new volunteers or volunteers new to their Scout job. For what it is worth, this is what I did as Commissioner. Using the list on the page before this one, I wore a suit to a., b., and d. and uniforms to e. through i. and c. I wore a long sleeved dress shirt with everything on it for mostly inside occasions. When outside, I wore an old green uniform with nothing on it or a short sleeved dress shirt with a few things on it. I wore a Smokey the Bear hat. Each Council probably has its own customs. For Scout activities when I wear a suit, I always wear my little Silver Beaver lapel pin. My wife wears "The Mom's Eagle Scout pin."

What did I say and do as the speaker?

In general I flew the flag and kept it within 6 or 7 minutes. Most Scout programs are too long. They are especially long if you know you are attending a

District Dinner three hours from home and have tickets on the 7 a.m. flight the next morning.

Whatever I said, I do know that "they" like to see the Commissioner on their turf. Historically, that has not been the function of the Chairman (or President) of our Council. He handles a. through d. However, each of my three Chairmen were and are fine speakers and deeply involved in Scouting.

There is a flip side to this visitation subject. If the Commissioner cannot attend for whatever reason, his ratings drop some notches.

I always thanked the M.C. for inviting me, recognized the head table - (I prefer head tableless dinners) - and lauded the group in general for specific achievements. As mentioned before, I gave plaques to one man and one lady for their unheralded good work with their Pack or Troop or Post. I brought them up to date on newsy Council and National BSA stories, on personnel changes that would interest them. I always told them that I would be around after the meeting to visit with them. This is where you learn a lot.

Face it, anyone elected Commissioner already knows folks in each District so he's never coming cold to an event. (The Commish is their ticket to that mysterious Executive Committee.) I readily admit to being ham enough to have enjoyed every Scout dinner I've ever attended. "Fun" is part of Scouting.

The two Scout Executives with whom I served also liked to show up so I often had the Scout Executive with me.

Upon occasion, my wife traveled with me. She now knows many Scouters. Her father was an early day Silver Beaver in Iowa and she started her Scouting career when we were married. I was a Scoutmaster then. Later she became a Den Mother and then a Troop helper.

Dividing the time to go here or go there is a thought process. It is always easy to attend and speak before a well attended, enthusiastic District group. Yet you know inside of yourself that more attention needs to be paid to those in the lower end of performance.

OTHER COMMENTS

Since retiring, I have been asked what I would have done differently. I'm writing this one year later. I really don't have a list. I tried to fine tune as I went along. As you well know, Scouters don't mind telling how they feel so it is easy to get their drift and fine tune.

Probably with a four year term, each term has a major happening. My watch had Desert Storm. Americans were flying their flags. Scouting was in. Not too long before, the anti-Vietnam chill was in the air. People hated uniforms and Scouting took a nose dive.

After the first two years, all of the D.C.'s were my guys. We went around the table each month, D.C. by D.C., and they told me and each other what was going on. I'm glad that my Scout Executive told me to have monthly D.C. meetings. My two regular guests were my Chief ACC and our Director of Field Service.

I also made it a point to invite a spokesman for major Council activities coming up - Scouting for Food, Popcorn, FOS, Jamboree, etc. That information is then taken by the D.C.'s to their Key Three meetings, District meetings, Roundtables, etc.

Also, during my tenure, we had a Council Jubilee - miniature National Jamboree. Fortunately in mid-town Omaha we have several hundred acres of open land, a race track, and an auditorium. We started on a Friday afternoon and closed

on Sunday highlighting the event with a giant fireworks display, a big stage show, and a massive parade - all at the race track.

The Air Force engineers planned the layout. They set up a big tent for the Commish where I served cold soft drinks day and night for anyone who wanted to drop in. The local newspaper, *The Omaha World-Herald*, was the key sponsor. Today its CEO is Chairman of our Council. The Jubilee was a home run.

The Jubilee idea came from our Scout Executive. He designated a rather new Omahan, who is a top notch CEO and an Eagle Scout, to run it. This man is now on the Executive Committee and is in his second Council FOS drive as Chairman. He collected his huge staff to run it. I simply showed up and spent the 100 degree weekend drinking cold drinks with the Scouters in my open tent and talking to hundreds of Boy Scouts.

Our Scout-A-Ramas are also run by a special committee. I just walked the aisles seeing what all of these kids were showing.

Note: A Commissioner cannot nor should he try to do these big things alone. His job as I see it is to promote enthusiasm before and during these big operations.

What does it cost to be a Council Commissioner?

All the time and money that you can afford, especially the time. Saturdays are for DC meetings with the CC and camping. Sunday afternoons are for Eagle awards or naps. The other five business days will include telephone calls and periodic

meetings. A guy needs the blessings of his family and his business associates in order to be effective.

Last spring, in my first five months of retirement as The Commish, a former Commissioner called and asked what I do now on the weekends. I told him "very little but I do bless the new Commissioner for spending his weekends on the job."

CHAPTER IV

THE PUBLIC

Marketing is one of my professional jobs. Scouting has done a remarkable marketing effort with the public.

Mid-America Council has three major marketing programs that secure this analysis. In the fall Mid-America Council collects food for the food banks throughout the Council. Thousands of adults and Scouts participate in this herculean physical effort on a given Saturday to collect tons donated by a generous public which admires our good deed. Just after the Scouting for Food drive, we turn around and sell highly profitable popcorn to this admiring, buying public. Then we come to our annual FOS drive and solicit those admiring, popcorn buying donors to fund our Council's activities.

Robert Ahmanson, President of the \$450 million Ahmanson Foundation of Los Angeles and an old Dundee Elementary School (Omaha, Nebraska) classmate and Cub Scout once said to me, "The Scouts are the world's best fund raisers. They don't need our money." (The Foundation later gave to help Camp Cedars in its \$2.8 million refurbishing.)

The negative factions; currently there are, at least, four.

1. Those against God in the BSA.

2. Those who want us to let gays be Scoutmasters.
3. Those girls whose parents think the girls should be in the BSA.
4. Those school boys who are in the majority and who preach that it is not "cool" to be a Boy Scout.

This past Commissioner's feeling about the four points:

1. We are a private God and Country driven organization.
2. As the Commissioner you learn about the times that kids are abused sexually. Even one incident is too many.
3. Girls in the BSA. We can build girl latrines. We have girls in Exploring and it works. A Girl Scout Executive asked me what I thought about girls joining the BSA. I told her that if that comes about the GSA can jolly well figure that they've done a lousy job.
4. Our 20% youth served will always be targets of the big majority. It is the price of being outstanding. I cherish being with the BSA because those involved are outstanding.

PROBLEMS TO BE FACED

Too many Councils.

Too many camps.

A continuing high attrition from Cub Scouting to Boy Scouting and a current drop in new Tiger Cub registration.

Minorities and the need for Scouting to do a better job.

Too Many Councils

The Scout Regions and Councils will be studying and acting on a variety of subjects that have been ignored for several generations.

The National Board in 1992 reduced the number of Regions by 1/3 - from 6 to 4 and did away with the jobs in closed regional centers. I heartily approved of this downsizing.

Next should be the downsizing of the number of Councils. The donors pay for all of Scouting and I think they deserve better. Just look at Tall Corn Area - Two States - Iowa and Nebraska. Take Nebraska first: there were four but now there are three Council headquarters in Nebraska - Omaha, Lincoln, and Grand Island. But they don't run the whole state. Some of Northeast is in the Sioux City, Iowa Council; the Panhandle in the west is in the Greeley, Colorado Council. That's a lot

of governance which spells cost.

Now take Iowa. There are five Council headquarters in Iowa - Des Moines, Cedar Rapids, Waterloo, Dubuque, and Sioux City. Southwest is in the Omaha based Council, while Southeast is in Illinois.

I have lived in both states two different times. I have traveled every county in both states. Lots and lots of space and only 4.5 million people most of whom are from Grand Island, Nebraska east to the Mississippi.

Why do we really need three Council headquarters sixty miles apart - Omaha, Lincoln, and Grand Island? North Platte with lots of space and a small population was a two professional Council that had the same paperwork to do as Omaha. North Platte merged with Grand Island in 1993.

In Iowa there appears to be several Councils that need to be merged. No doubt, many Councils could merge around the United States.

Too Many Camps

BSA camps and sites must be cost analyzed. The bullet must be bitten to rid the BSA from real estate that is nice to have but little used or not deeded free and clear. Too much of Scouting's lands have too many strings attached.

Councils should never accept any land that cannot be sold from that instant on. The Endowment Committee, which I now head, must learn to say "no" to "strings attached land," says our National Board. I agree.

As Assistant Treasurer of MAC, I was involved in the sale of the fine old camp in Southwest Iowa, which was part of the merger of Southwest Iowa and Eastern Nebraska in the sixties. In my opinion, that transaction was done wrong by those of us who did it. Why? Even today there are Southwest Iowa Scouters and donors who feel that they were not only not consulted but abused. This has been confirmed to me over the years. BSA's Endowment Fund consultant says to give the analysis project to that geographic area that contains the camp. Go through the evaluation process with key leaders. Let the leaders go through it with their folks.

Some must be kept. Some must be sold. Those that have strings should probably be returned to the donor. Why improve ground that we don't own clear?

At a Tall Corn meeting of Chairmen and Commissioners we tallied twenty camps in the two states of Iowa and Nebraska, that is, camps with major improvements. Only five ran over three weeks in the summer. One major camp has

not run for three years. This seems to be true across the nation. And there are other small packages of land. I feel that this camp analysis should be ongoing. I believe that BSA accounting was designed to not cost account camp by camp. A better way must be found and executed. Donors are paying dearly.

As a Council Commissioner and a member of the Executive Committee you will or should be looking at downsizing councils and camps in your part of the nation. I hope that the initiative is taken by the Councils as opposed to putting it on the backs of our national board.

Cub Scouting to Boy Scouting

and

Minorities

For years I've been concerned with so many, many Cubs signing into Cubbing; yet by spring a vast number had dropped. Why? Parents pushing kids who did not really want to start? Inexperienced Cub Masters and Den leaders boring new Cubs? Yet when all shakes down we're serving 20% which is where we feel comfortable. We're in the leadership business. We're not like public schools that are mandated by Federal and State laws to educate every child.

However, schools have their excellent to bad teachers and we have excellent to bad adult leaders. Select and train. Select and train. In my Council, it is a fact that too many Cubmasters are new and without a Scouting background. Yet, our Boy Scout Troops are quite often led by well trained adults whose fathers were Scoutmasters. If so, therein lies a significant difference.

Beginning with School Night for Scouting in the fall of 1993, I am told that new Tiger Cub registrations dropped 27% in the nation. For one who is in the securities business, I watch markets go up and markets go down. The Scout numbers have had a good showing for years just as the Dow average has since August of 1987. Sure, we've had some stock market breaks but as I write we are seeing a Dow of over 3900 - an all time high. So, I'm not ready to suggest that the Tiger Cub

registration drop in 1993 creates a need to push the panic button. After all, we're in a program that is soon going to be 100 years old. We survived the Vietnam days down trend. Our program is too good and too important, especially now, to fail.

Scouting is being pushed to better serve minorities. In our Council to date we have done a poor job. Our new Scout Executive who served East St. Louis says it can be done. I hope he is right. Let me say that in the seventies when my son became a Cub there was no Cubmaster for 45 boys who were already Cubs or wanted to be. I signed on. It was a 50/50 Black/White Pack. We all got it working pretty well. The problems involved the parents and not the kids.

My son enjoyed it and all of the kids. When we moved into the country he was amazed at the Black prejudice of the kids in the all-White school. That prejudice is found in summer Scout camps, too.

A top Scoutmaster in Omaha's Chicano area is a Nordic type married to a Chicano. They work hard at Scouting in their Catholic Church. Most every Sunday they set up a Scout display hoping Chicano boys will join. He says that the Chicano gangs tell those boys who have just signed up that they must quit or be killed! If he cannot beat the system and bring many Chicanos into Scouting, how can our Council do it. I hope my successors win with this minority issue.

I hope you win in our goal of enhancing our Cub and Boy Scout programs for the benefit of all who want to join.

Think about this: what if all the gangs could be sold on giving up their guns

and amoral ways and turn to Scouting! Possible? Why not? The ills that we face today would come to a halt. Most prisons could be obsolete for lack of use. While you are at that, be sure that the public schools allow Scouting to continue.

MAJOR OPPORTUNITIES

A continuing strong upturn in membership overall.

The public's admiration of Scouting.

Continuing pre-eminence of adults who were Boy Scouts assuming leadership roles across the nation.

The proven record that women leaders are an asset to Scouting.

That single parent mothers are finding that Scouting can fill that fatherless void.

The traditional family values concept in Scouting since its inception continues.

CHAPTER V

SUCCESSION AND TRANSITION

Our Council's 1990 Long Range Plan changed our management. The historic volunteer President is now the Chairman.

The Scout Executive is now also the President.

The Council Commissioner remains the same.

In addition, a Vice-Chairmanship was created.

Our current Chairman, who was the first to serve as Vice-Chairman, began his two year Chairmanship at the first of the year. He immediately named his Vice-Chairman and gave him the responsibility of reviewing the Long Range Program and recommending changes if necessary. The plan with voted changes will become his operating base when he, the Vice-Chairman, becomes the Chairman in two years. The Vice-Chairman also serves on the Executive Committee.

Both the Chairman and the Vice-Chairman are highly regarded business and community leaders with strong Scouting backgrounds. May those attributes continue for years with our management.

The current Commissioner took over one year before both the current Chairman and Vice-Chairman assumed their posts. The Commissioner now has three years to go; therefore, like I did, he will serve with three Chairman if each

completes his term.

The present Council Commissioner appointed in his first year a Commissioner-elect. Although Commissioner succession is not in our 1990 Plan, this is a good move, in my opinion. The current Commissioner was not appointed until the second quarter of my last year. The above succession program is better.

The transition from Vice to Chairman and Elect to Commissioner provides a sure transition. How nice it would be if every volunteer post was filled and with a replacement ready to take over. Dream on.

A word about Scout Executive succession.

In twenty years only two of us Commissioners served on Scout Executive Selection Committees. We had one Scout Executive for twenty years, then one for four, and the current one is in his second year. Of the last two, one is Catholic and one is Jewish.

Not incidentally, the last two were raised as Scouts in our Council and became DEs in this Council. I learned that a DE cannot become the Scout Executive in that Council if he or she has not served elsewhere in between.

The Council Chairman (President) heads the Selection Committee, composed of a dozen or so from Executive Committee members to interested citizens. Our Council's Regional Professional Contact and the Regional Human Resources man sent the Chairman a list of professionals from around the country who had been advised of this opening and who opted to be considered by our Committee. They

were approved by the Region to some degree.

The two Regional men attended our first meeting to inform us about salary schedules. We also added a candidate of our choosing. After several meetings, we selected five or six to visit us. Each agreed to spend fifty minutes with each Committee person who was available. This fifty minute review team found on a ten high to zero low scale both tens and zeroes. Two Excellents and two Zeroes. At the final meeting, we considered four candidates. One was selected. As mentioned some paragraphs back, our new Scout Executive grew up in Omaha. He is an Eagle Scout. His father was Scoutmaster at one Troop for decades and now the Scout Executive's brother runs that Troop.

There is no transition period with Scout Executives. The old one is gone when the new one arrives. The Chairman and the Commissioner should play a big part in getting the new Executive settled into this most important job. Our new Executive, who has been here for eighteen months, has already personally called on over 200 of our Trustees. With the Chairman or the Commissioner he has attended many civic functions and each of our Districts time and again. Today he is widely known. He must know and be admired by the public for it is the public that makes Scouting go.

CHAPTER VI

SUMMARY

This book is what I did. I'm retired. You are the new Commissioner. I wish you well.

J.W.P.