Sam Houston Area Council
College of Commissioner Science Doctorate Project Report
Debbie Rollinson, Council Commissioner

Project Title:

**Update of Council Commissioner Team Structure
to Provide the Best Alignment of Resources and Support
to District Commissioner Teams**

October 24, 2022

Sam Houston Area Council
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Dedications

...to all those who serve in commissioner positions in the Sam Houston Area Council; I am very grateful you have answered the call to serve other people at all times by sharing your time, your wisdom, and your love of Scouting with others who are often just getting started in their volunteer roles.

...to my Council Commissioner Team, both the group I inherited when I came into the Council Commissioner position in December 2020 and the group I have been recruiting and transitioning over the past few months; you are truly special to me, and I marvel at the depth of your commitment and your skill in serving Scouting in a way that meets the needs of so many others.

...to the senior professional team with whom I work on an almost daily basis in my role as Council Commissioner; many will never realize how much you do for the good of all, but please know that I see it and am so deeply grateful.

...and to my sweet Victor, whose servant heart has always been a model for serving others, long before he became a unit commissioner in Scouting.

We are blessed to be a blessing.

Debbie Rollinson
Council Commissioner
Sam Houston Area Council
Houston, Texas

October 24, 2022

Sam Houston Area Council

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Executive Summary of Project

The goal of this project was to review and evaluate the current structure of the Council Commissioner Team in the Sam Houston Area Council in order to implement changes that would help the Council Commissioner Team provide better resources and support to the District Commissioners and their respective commissioner teams, who are critical to providing quality unit service throughout the council.

All current members of the Council Commissioner Team were interviewed individually to allow input and recommendations from each team member. Input on priority needs was gathered from current District Commissioners during quarterly Council Coordinated Meeting breakouts. Multiple meetings were also held with senior members of the council professional staff, in order to gather feedback and additional input on proposed changes.

A new Council Commissioner Team organization chart was approved by the Deputy Scout Executive and Director of Field Service in August 2022. Job descriptions were developed for new positions, candidates for these positions were vetted according to council guidelines, and the new positions were filled between August and October 2022. The new organization chart and new Council Commissioner Team members were presented at the October Council Commissioner Team Meeting and at the October Council Coordinated Meeting commissioner breakout.

As the new Council Commissioner Team structure goes into service, the organization chart and job descriptions developed as part of this project will be maintained and updated going forward. Progress will be monitored and feedback requested, so additional changes or recommendations can be incorporated to continue meeting the goal of providing the best resources and support for unit service.

College of Commissioner Science Doctorate Project Report

Debbie Rollinson, Council Commissioner

Project Description

Project Purpose

The purpose of this project was to evaluate the current structure of the Council Commissioner Team in the Sam Houston Area Council, considering needs and recommendations of current Council Commissioner Team members and District Commissioners, as well as senior members of the council professional staff, in order to implement effective changes that would strengthen the resources and support provided by the Council Commissioner Team to the council's district commissioner teams, who are critical to providing quality unit service in our council.

Project Work Product

This project has produced several tangible work products which will serve as resources to the Council Commissioner Team and the council's district commissioner teams:

- Summary of Project Recommendations and Results
- New Council Commissioner Service Team Organization Chart as of October 2022
- New Council Commissioner Team Job Descriptions as of October 2022
- Summary of Council Commissioner Meetings with Staff in May/June 2022
- Overview Notes to Supplement Proposed Changed to Council Commissioner Team Staff

Project Work Plan and Timeline

The major work plan steps and timing involved are listed below. Note that a reference list of acronyms and terminology is included in the appendix at the end of this document.

- Definition of project need, scope of work, and desired results – First Quarter 2022
- Review of CCS Doctorate project expectations and discussion with both SHAC CCS Doctorate Advisor and Director of Field Service – February/March 2022
- Preparation, submission, and approval of required CCS Doctorate project proposal paperwork – April 2022
- Presentation of CCS Doctorate project purpose and goals at Council Commissioner Team Meeting and to District Commissioner team at Council Coordinated Meeting breakout session – April 2022

- Council Commissioner one-on-one meetings with each current member of Council Commissioner Team – May/June 2022
- Development of "Summary of Council Commissioner Meetings with Staff" spreadsheet, as well as proposed new Council Commissioner Team organization chart, in preparation for in-depth project review meetings with Director of Field Service – June/July 2022
- In-person meetings with Director of Field Service to review summary of project input and recommended changes to Council Commissioner Team positions and structure – July/August 2022
- Additional updates made to new Council Commissioner Team organization chart, as well as development of "Overview Notes to Supplement Proposed Changed to CCT Staff" as follow up to meetings with Director of Field Service – July/August 2022
- In-person meeting with Director of Field Service and Deputy Scout Executive to review proposed new Council Commissioner Team positions, structure, and potential candidates; approval to proceed – August 2022
- Discussion with CCS Doctorate Advisor to review status and project documentation to date; approval to proceed – August 2022
- Finalized new Council Commissioner Team organization chart and began developing job descriptions for new positions, so recruiting of new staff could proceed – August/September 2022
- Received approval from Director of Field Service and/or Deputy Scout Executive for all proposed candidates for new positions; recruited four new ACC positions and new North Division Commissioner, when existing Division Commissioner moved to ACC – Technology – August/September/October 2022
- Distributed new Council Commissioner Team organization chart and introduced new team members at monthly staff meeting – October 2022
- Distribution new Council Commissioner Team organization chart and introduced new team members at Council Coordinated Meeting commissioner breakout – October 2022
- Finalized Doctorate of Commissioner Science Project Report and submitted to Doctorate Advisor for review and approval – October 2022

College of Commissioner Science Doctorate Project Report
Debbie Rollinson, Council Commissioner

Project Results

Summary of Project Recommendations and Results

The thoughtful input of both experienced commissioners and senior professional staff was invaluable throughout this effort. The following notes reflect a brief summary of my key objectives and recommendations, along with results of progress made to date on the Council Commissioner Team. Note that a reference list of acronyms and terminology is included in the appendix at the end of this document.

- Recommendation: Identify and create service areas to provide support most needed and requested by District Commissioners and their teams, who are the primary volunteers responsible for providing unit service.
  - Results to Date: Five of the previous CCT positions have been replaced with four new or modified positions that specifically support identified needs: Recruiting & Retention, Roundtable, Technology, and Training & Recognition.

- Recommendation: Transition from individual positions into a team-based structure in the new service areas in order to provide more creativity, development of team members, and succession planning for CCT positions.
  - Results to Date: Each of the four new service areas will be led by an Assistant Council Commissioner who will recruit a team of three to five additional experienced commissioners to serve with them in that particular area. The team will work together to provide service to Sam Houston Area Council commissioners.

- Recommendation: Strive to bring more diversity to the Council Commissioner Team in areas such as gender, age, ethnicity, and commissioner experience.
  - Results to Date: The new North Division Commissioner is female, the new West Division Commissioner is of Native American descent, and two of the four new Assistant Council Commissioners are female. The age range of the eight CCT members now has a lower base point, as well as a lower average point. The CCT group also has more recent experience in the four new commissioner service areas. Diversity will continue to be a focus point as service team members are recruited by the new Assistant Council Commissioners.

- Recommendation: Provide more structure to the Council Commissioner Team by creating an updated organization chart and job descriptions for all CCT positions.

- Results to Date: The new organization chart was finalized in October 2022 and presented at both the monthly CCT meeting and the quarterly Council Coordinated Meeting breakout in October. New job descriptions were created and provided to each prospective ACC or Division Commissioner candidate during recruiting done in August – October. The October 2022 versions of these documents are all included as part of this project report. The documents will also be updated as new people join the ACC service teams in the coming weeks and as we move forward and make other adjustments to the team's structure.

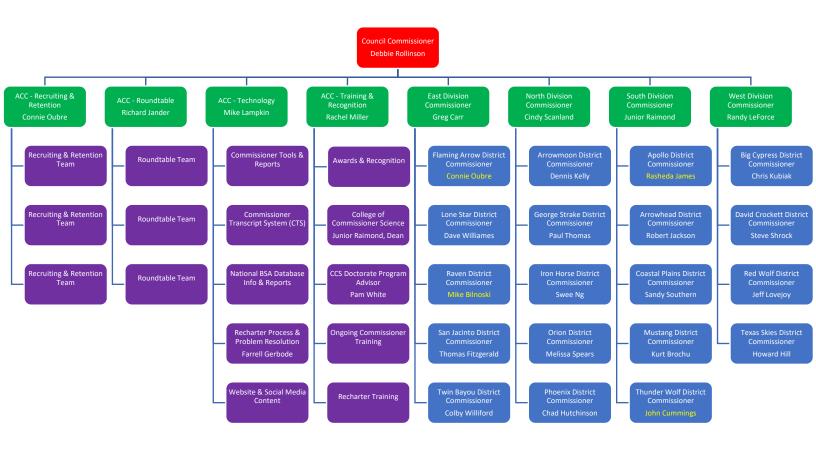**Council Commissioner Service Team Organization Chart as of October 2022**

Please see page 9 below.

Council Commissioner Team Job Descriptions as of October 2022

Please see pages 10-14 below.

Sam Houston Area Council
Council Commissioner Service Team
Organization Chart as of October 21, 2022

Council Commissioner
Debbie Rollinson

ACC - Recruiting & Retention
Connie Oubre
- Recruiting & Retention Team
- Recruiting & Retention Team
- Recruiting & Retention Team

ACC - Roundtable
Richard Jander
- Roundtable Team
- Roundtable Team
- Roundtable Team

ACC - Technology
Mike Lampkin
- Commissioner Tools & Reports
- Commissioner Transcript System (CTS)
- National BSA Database Info & Reports
- Recharter Process & Problem Resolution — Farrell Gerbode
- Website & Social Media Content

ACC - Training & Recognition
Rachel Miller
- Awards & Recognition
- College of Commissioner Science — Junior Raimond, Dean
- CCS Doctorate Program Advisor — Pam White
- Ongoing Commissioner Training
- Recharter Training

East Division Commissioner
Greg Carr
- Flaming Arrow District Commissioner — Connie Oubre
- Lone Star District Commissioner — Dave Williames
- Raven District Commissioner — Mike Bilnoski
- San Jacinto District Commissioner — Thomas Fitzgerald
- Twin Bayou District Commissioner — Colby Williford

North Division Commissioner
Cindy Scanland
- Arrowmoon District Commissioner — Dennis Kelly
- George Strake District Commissioner — Paul Thomas
- Iron Horse District Commissioner — Swee Ng
- Orion District Commissioner — Melissa Spears
- Phoenix District Commissioner — Chad Hutchinson

South Division Commissioner
Junior Raimond
- Apollo District Commissioner — Rasheda James
- Arrowhead District Commissioner — Robert Jackson
- Coastal Plains District Commissioner — Sandy Southern
- Mustang District Commissioner — Kurt Brochu
- Thunder Wolf District Commissioner — John Cummings

West Division Commissioner
Randy LeForce
- Big Cypress District Commissioner — Chris Kubiak
- David Crockett District Commissioner — Steve Shrock
- Red Wolf District Commissioner — Jeff Lovejoy
- Texas Skies District Commissioner — Howard Hill

Legend:
- Council Commissioner
- Assistant Council Commissioners
- District Commissioners
- Service Team Commissioners

Sam Houston Area Council
Council Commissioner Service Team
Assistant Council Commissioner – Recruiting & Retention
Job Description
October 2022

The ACC – Recruiting & Retention should be an experienced commissioner who has demonstrated strong team leadership skills and a proven track record of recruiting & retention success. Past experience as a District Commissioner or as an ADC – Recruiting & Retention is strongly desired.

Job responsibilities include, but are not limited to:

- Recruit and lead a small team of enthusiastic commissioners who have shown success in recruiting Scouting volunteers, have a heart for helping others bring more Scouters into commissioner service, and exhibit playful energy for team-building activities and recognition that helps keep commissioners enthusiastically engaged in unit service.
- Create and share recruiting & retention ideas with the SHAC commissioner team in a variety of ways, such as providing a recruiting topic District Commissioners can use at a monthly staff meeting, sharing a set of "Try This!" recruiting & retention tips at a Council Coordinated Meeting breakout, and reporting recent recruiting & retention success stories to the Website & Social Media commissioner on the ACC – Technology Team.
- Work with the ACC-Technology Team to define and create lists of potential commissioners from current BSA database information and SHAC historical database information, then provide this information to the District Commissioners as a recruiting resource.
- Connect with the National Commissioner Service Team's Recruiting & Retention team to stay current with new ideas and useful resources used in other councils.
- As a team, work with District Commissioners regularly to track progress of recruiting new staff and retaining existing staff; offer encouragement, additional ideas, and hands-on support, as needed. Provide support and guidance for successful onboarding of new staff.
- Provide instructors for College of Commissioner Science recruiting & retention courses and recommend updates to course material, as needed.

Sam Houston Area Council
Council Commissioner Service Team
Assistant Council Commissioner – Roundtable
Job Description
October 2022

The ACC – Roundtable should be an experienced commissioner who has demonstrated strong team leadership skills and a proven track record of planning and running a successful district roundtable program as a Roundtable Commissioner. The ACC - Roundtable should be supported by a team of individuals who also have current or recent district roundtable leadership experience. On this particular team, any or all of the team members may be actively serving as a district Roundtable Commissioner, since the work done on this team will supplement and enhance their district roundtable efforts.

Job responsibilities include, but are not limited to:

- Recruit and lead a small team of enthusiastic commissioners who are experienced in leading and/or staffing a district roundtable team, have creative energy for planning and organizing roundtable programs, and share a passion for inspiring volunteer leaders and building attendance at roundtable events.
- Build a good communication link with the Roundtable Commissioners (RTC) in all districts, so they all feel connected to the Council Commissioner Service Team. There is encouragement in being part of a team with more knowledge and experience than an individual member may feel they possess. The ACC-Roundtable Service Team needs to find where the council's roundtable strengths and needs are, so that resources can be shared and skills developed throughout the council.
- Welcome new district Roundtable Commissioners as they come into the role, and work with the District Commissioner to be sure all RTC Onboarding steps are completed in a timely manner.
- Connect with resources available through the National Commissioner Service Team to stay current with new roundtable ideas and programming being used in other councils.
- Use creative ways to share roundtable promotion and program ideas, such as short training topics at Council Coordinated Meeting breakouts, periodic zoom meetings for RTC teams, or periodic training courses scheduled in conjunction with the ACC-Training & Recognition Team.
- Work with the ACC-Technology Team to share short roundtable ideas and success stories as part of the Website & Social Media Content effort.
- Provide instructors for College of Commissioner Science roundtable courses and recommend updates to course materials, as needed.

Sam Houston Area Council
Council Commissioner Service Team
Assistant Council Commissioner - Technology
Job Description
October 2022

The ACC - Technology should be an experienced commissioner with both a strong technology background and team leadership skills. Current knowledge of the Commissioner Transcript System, Commissioner Tools, and related BSA systems such as Internet Recharter is strongly desired.

Job responsibilities include, but are not limited to:

- Recruit and lead a small team of talented, experienced commissioners who have strong technology and problem-solving skills that can be used to support and strengthen all levels of commissioner service in the council. Specific areas of support will initially include the Recharter Process, Commissioner Transcript System (CTS), Commissioner Tools, website and social media content, and potential use of the BSA national database. Additional areas of tech support will be identified, as needed.
- Work with other members of the Council Commissioner Team to understand each team's objectives and where technology resources can provide support; work with ACC-Technology Team members to develop a recommended approach for each ACC team's needs.
- Check in regularly with Council Commissioner Service Teams and evaluate usage of technology tools and adjust resources provided, as needed.
- Connect with technology resources available through the National Commissioner Service Team and other national contacts to stay current with new data tools and solutions being used in other councils; develop good contacts for reporting & resolving issues in Commissioner Tools and Internet Recharter processing.
- Provide regular updates to Council Commissioner Team members and district commissioner teams on technology tools for council and district-level resources; provide instructors for College of Commissioner Science technology-related courses and recommend updates to course materials, as needed.

Sam Houston Area Council
Council Commissioner Service Team
Assistant Council Commissioner – Training & Recognition
Job Description
October 2022

The ACC – Training & Recognition should be an experienced commissioner who has demonstrated strong team leadership skills and a proven track record of council-level training experience. Past experience as a key staff member of a council training event, or as an ADC – Training & Onboarding, is strongly desired.

Job responsibilities include, but are not limited to:

- Recruit and lead a team of experienced commissioners who are enthusiastically committed to helping fellow commissioners receive outstanding training, encouraging progress toward training and service awards, and ensuring that recognition is received by recipients with proper celebration.
- Monitor and publicize available national resources that could be helpful to the SHAC commissioner team, such as Commissioner Impact Sessions, virtual Colleges of Commissioner Science hosted by other councils, updates to online training, and Philmont Training Center Commissioner Week sessions.
- Plan and provide in-person and/or virtual supplemental training, as needed or requested, such as annual recharter training for unit leaders.
- Participate in and support the annual College of Commissioner Science (CCS) event by working with the Dean and Key Staff throughout the planning stages and during the event.
- Work with the ACC-Technology Team to access Commissioner Transcript System (CTS) history information to monitor and encourage district nomination of SHAC commissioner team members when they are eligible for national commissioner recognition and awards.
- Monitor all commissioner award nominations paperwork to be sure it is properly completed and signed, submitted to the SHAC Program staff in a timely manner, received and processed in a timely manner, and confirm that the intended recipient has received the proper recognition items.
- Provide updates on all commissioner recognition to the ACC-Technology Team and ensure updates are entered correctly in CTS and on any related website pages. Also be sure these updates go to the Website & Social Media Content service team commissioner, so "shout outs" can be given to recipients in a timely manner.
- Review and approve CCS doctorate project or thesis proposals; work with doctorate candidates to encourage, coach, and guide them successfully through this process. Submit paperwork for recognition items to SHAC Program staff, and ensure each recognition packet is ready for presentation at the next CCS event.
- Manage the development and production of new commissioner patches for CCS events, CCS degrees, and special recognition patches for commissioner service or celebrations.

Sam Houston Area Council
Council Commissioner Service Team
Division Commissioner
Job Description
October 2022

A Division Commissioner should be an experienced Scouting volunteer, ideally with experience in one or more roles as a commissioner. Adult leader training and personal experience in one or more program areas of Scouting is strongly desired. Current knowledge of Commissioner Tools, my.Scouting, Scoutbook, Commissioner Transcript System, and related BSA systems such as Internet Rechartering 2.0 is also strongly desired.

Job responsibilities include, but are not limited to:

- Build and maintain a friendly, effective coaching/mentoring relationship with each District Commissioner in the division by staying in regular contact, sharing announcements and other helpful information, and being a resource when support or guidance is needed.
- Make at least one personal visit a year to each district commissioner team by attending a commissioner staff meeting, Roundtable, or a similar commissioner staff activity.
- Work through the BSA District Commissioner onboarding steps with each new person coming into a District Commissioner position, helping them learn about training opportunities, Commissioner Tools, Council Commissioner Team resources, and other support available to them in their new role as a member of the District Key 3.
- As part of the Division Key 3, work with the Division Field Director and Division Chair to provide overall division leadership support, as well as planning and participation in division key leader meetings.
- Faithfully attend the monthly Council Commissioner Team meetings at the council service center.
- Prior to each month's Council Commissioner Team meeting, touch base with each District Commissioner to visit about recent staff meetings, Roundtable, recruiting progress, and any concerns or issues. Be prepared to give a brief, verbal summary of each commissioner team's information at the Council Commissioner Team meeting. (Total division report should be approximately 10 minutes.)
- Work with other members of the Council Commissioner Team to seek answers or obtain resources for the district commissioner teams in your division.
- Attend, and encourage all your District Commissioners to register and attend, the annual Key Leaders Conference, quarterly Council Coordinated Meetings, and College of Commissioner Science retreats and training events.

College of Commissioner Science Doctorate Project Report
Debbie Rollinson, Council Commissioner

Appendix

Please note that the material included in the Appendix section of this report is considered to be the working papers of the project. As such, there are shorthand abbreviations for district names and positions, names mentioned for reference in staff interviews, and similar notations that are common to working documents created during project efforts.

Suggested Thesis/Project Proposal Form

1. Complete this form and submit it to your council's Doctoral Review Team for approval.

2. They will review the proposal, may make suggestions and /or approve the proposal.

3. You may submit the name of a potential Advisor/Coach or you may request one to be assigned to you.

Thesis Topic / Project Selection

Candidate Name: _____ Date: _____

Address: _____Phone:_____

City: _____ State: _____ Zip Code: _____

E-mail: _____

Council: _____ District: _____

Current positions(s) in Scouting: _____

Proposed thesis/project topic: (Please attach a proposed outline and a current college transcript.)

Proposal approved by: _____ Date: _____

Position: _____

Project / Thesis Advisor: _____

Position: _____ Council: _____

Phone: (_____) _____ E-mail: _____

Sam Houston Area Council
College of Commissioner Science Doctorate Project Proposal
Debbie Rollinson, Council Commissioner
April 27, 2022

Proposed Outline for CCS Doctorate Project Report

1. Project Title Page
2. Executive Summary of Project
3. Table of Contents
4. Project Description
   a. Project Purpose
   b. Expected Project Work Product
   c. Project Work Plan and Timeline
5. Project Results and Recommendations
   a. Summary of Project Interviews and Evaluations
   b. Summary of Project Recommendations and Results
6. Appendix
   a. New Council Commissioner Team Organization Chart
   b. New Council Commissioner Team Job Descriptions
   c. Additional Work Product Examples, as Results Dictate

Summary of Council Commissioner Meetings with CCT Staff - May/June 2022

Name & CCT Position	Key Points from Meeting: Describe Current Role, CCT Recommendations	Priorities for Change or Follow Up
Bob Dodd ACC - Special Projects Notes from 5/27/22	*South Div Comm for Stan, then Stan made him ACC Eagle Coord *Next ACC Special Projects - focus on AH past year or so *Coach/mentor for DC & DE…doesn't want to be DCh or DC *What UC does for unit, he does for district…Brahman, Tomahawk split, now AH *Helps w/ succession plan & smooth transition, training FOS, membership *Sees need to reinvigorate RT…agrees w/ idea of ACC-RT, monthly SHAC e-Scouter & SKN need to emphasize RT to all leaders & promote benefits *Feels each Div Comm needs a "Project ACC" to help w/ problems *Promote in-person training…WB, Commish…so people can ask questions *Became UC at 26 in Army…46 years as a commissioner, 7 diff councils *Willing to stay or step down - whatever needed	*Retire Bob as ACC - celebrate legacy of service *Drop existing "ACC Special Projects" position in reorg

Pam White
ACC - Training
 	
Notes from 5/27/22
	*Role used to be promotion & in-person basic training for all positions…now online
	*Can promote, but doesn't do database maint, issue degrees, etc, because other
	  processes in place
	*Came into role right after SHAC Jam (2010), so 12 years in role…now traveling so
	  much…ready to step down from ACC
	*Gives CCS guidance on curriculum
	*Review & approve Doctorate proposals, guide & mentor…loves this!
	*Report to CCT on % "trained for position" & YPT expiration, can also track duplicate
	  registrations, lack of RTC, etc…can be done by Div Comm, but willing to help
	*Supports idea of "doctorate in progress" for CCS Doctorate dean & instructors
	*Agrees w/ idea of expanding role to include Recognition
	*Recommends Rachel Miller as new ACC-Training & Recognition
	*Would like to be on team as Doctorate Advisor & mentor…her favorite role
	*Agrees w/ idea of ACC-Tech/Reporting/C Tools as resource
	*Discussed SKN…is anyone actually using this with units?
	*Managing patches…ACC-Admin or part of Training & Recognition?
	*I brought up website…needs a complete refresh & keeping Commish pages current
	  is an ongoing job…ACC-Communications or part of Tech?
		*Retire Pam as ACC - celebrate legacy of service
		*Recruit new ACC-Training & Recognition
		*Move Pam to T&R team as Doctorate Advisor
		*Set expectation of building a team to handle T&R
		*Create job description to include new roles identified
		*Ask Larry Chase how he registers people on the National Comm
		  Service Team…what code? Can I use for a CC Service Team?
		*Need someone to handle tracking of awards & recognition to be
		  sure rec'd, send info to Mike for CTS & website updates

Greg Carr
East Division Commissioner (ACC)
 	
Notes from 5/31/22
	*Important for DC to own district team & style
	*Phone or text once a month…check on personal wellness first (spouse & family), then
	  units, comm team, district. Also asks questions based on what he's seeing in CT,
	  especially w/ logging visits…6 simple, 1 or 2 detailed
	*Within 30-60 days in new year, all units should have a contact…serve, be a friend.
	*Always asks DC "What can I do to help you?" Makes that a clear, consistent message.
	*New DC gets more attention, "slightly hover," give more feedback…make sure they
	  embrace Key 3 team, communications w/ district
	*Feels comfortable reaching out to resources when he sees a need
	*Watches district websites for calendar of events
	*Tries to go to 2 RT in each district per year & District Dinners when dates allow, so
	  district volunteers know him…more than Div Key 3 at CCM
	*Tries to visit Day Camps…DCs need to be there visiting units "like bees on flowers"
	*Big on adult recognition…encourages DCs in this, promotes nominations for awards
	*Encourages DC team events…social, team recognition
	*Likes to take each DC out to eat once a year…good relationship time
	*Forrest recruited him to East Div Comm from ACC-Reports…5 years Div Comm at end
	  of 2022…DC for 7 yrs w/ 2 yrs also acting Dist Chair
	*DCs love Greg's visit recap report…does it at least every other month
	*Follows up w/ DCs when numbers on visits not there
	*Used to be 100% on OA, but commissioning truly became his thing
	*Idea of ACC-Tech - yes, several people with those skills
	*CCS Doctorates - agrees it's surprising we have so few Doctorate degrees earned.
	  Likes the project focus I'm promoting. He had 3 project ideas (IT related) turned down
	  …told to do thesis.
	*Commish recruiting - Greg inherited the Midway booth from Dave Moyer…had
	  old-school tri-panel display, others had pop-up banners & promo videos on laptops.
	  DCs always complain about struggle to recruit…need more resources for this.
		*Use notes from Greg's role description for new Div Comm job desc
		*Emphasize to all Div Comm & DC to prioritize effective, relationship
		  building unit visits over numbers…quality over quantity
		  …but do record efforts in CT!
		*Consider ACC-Recruiting & Retention position on CCT with team
		  members

Art Mowad
ACC - Sea Scouts
 	
Notes from 6/2/22
	*Detailed Sea Scout job description provided by Art
	*Worked to rebuild relationship w/ independent Sea Scout units & council…a lot of
	  animosity from some volunteers
	*Individual boats replacing SHAC boats…titles w/ Friends of Texas Sea Scouts…that's
	  where liability is on most boats…501c3
	*Helps w/ liability, CG inspections…he works closely w/ Susan Yeldell on risk mgmt
	  CG knows to call Art with boat issues.
	*Recharter - worked w/ all North Div districts…letters out to units & YPT expirations,
	  electronic recharter packet. Was going to be his Doctorate project.
	*Intro to On the Water Leadership Skills - IOWLS, Adv Course - AOWLS
	*All Art's project ideas for Doctorate were rejected, person then was not supportive
	  of projects…only thesis.
	*Council level events…not scale of SHAC Jam, but large event…council & district aren't
	  understood by most units, show them value
	*Sea Scouts & scuba effort w/ CG - big activity integrating troops & ships
	*Our CCT - we're on the business side of Scouting…he doesn't think units get the
		*Move Art's Sea Scout efforts to another area…part of Program?
		*Retain Art for another CCT role? A lot of knowledge & willingness
		  to serve…strong IT & major problem-solving experience working
		  for Treasury Dept. Add him to ACC-Technology Team?
		*Address past issues w/ difficulty getting Doctorate projects approved
		  keep encouraging WB-like projects to support units service
		*Agrees we should consider ACC-Roundtable position on CCT

Name & CCT Position	Key Points from Meeting: Describe Current Role, CCT Recommendations	Priorities for Change or Follow Up
	message on district/council operations. Art served as DC to help re-integrate GS & TT *Felt Commissioner Retreat was a great idea...very succesful *Fills in for Mike L. when he can't make Div meeting...agrees there needs to be backups for each of them (was discussing idea of a team under each ACC) *Finds that "experienced" UCs are out all the time, but don't record any visits *Doesn't see current RT as effective...need more activity at RT, vendors, REI, outside information. Give a coupon or something for coming. Show camping gear, other Scout camps...things people will come to learn about. *Remember "WIFM" - what's it for me? *Really likes our CCT meetings - effective, work gets done, appreciates how sharp everyone is! *"Will do whatever you need me to do!"	
Randy LeForce West Division Commissioner (ACC) Notes from 6/4/22	*His role is the Commissioner to the DC..."go between" the CC & DC to provide resources & assistance in a timely manner *Most of his DCs know their jobs...he helps them understand their jobs, which is a little awkward since he hasn't been a DC himself *His role is also working w/ Div Key 3, which is larger than some Council Key 3's responsibilities...in this role, spread out & visit all districts, let them know council cares, encouraging that someone is showing up...helped solve UC registration issue in Red Wolf after merger, which made DC very happy! *Only issues - troubleshooting policy issue understanding, being conduit of info, issues w/ parents *Question - Does the Dist Key 3 really understand & value the Div Key 3? Or is this like how units feel about their UC? *Blair has been out visiting...Randy has been out to most. Going to David Crockett Day Camp later today. *Value in data for a Div Comm, but most helpful is being a sounding board for DCs *Concern about the prototype for Dist Chair. Too often the "ideal" person doesn't exist...challenge is to get them to engage in running the district. *Part of Div Comm job should be to evaluate whether our DCs are comfortable w/ their role...are you happy doing this? Help advise on how to recruit. Also be an updward connection to CC, to council, to provide feedback. *CCT needs more support w/ IT tools for DCs, better understanding of how/what to use *Diversity on team...younger would be good, but some concerens there, too...can have a lack of perspective if not much experience. *Fine line between volunteer age & value of program knowledge *Also need more women on CCT *Back to Div Comm role...need to make sure DC are nominating their staff for recognition, make sure DC are encouraging UCs to talk to their units about nominating their leaders for recognition.	*Include Div Key 3 responsibilities in Div Comm job description & cover w/ Div Comm team *ACC-Training & Recognition needs to be inspiration to DC & teams for encouraging recognition of adults...include in job description *Continue to focus on CCT diversity as positions open up
Mike Lampkin North Division Commissioner (ACC) Notes from 6/6/22	*Three objectives of Div Comm: communicate w/ DCs, hold Quarterly Div Meetings, communicate district health to CC...Mike's summary of current role *Forrest recruited him from DC to North Div Comm about 2018 *With City of Houston job, his weak spot is communicating w/ DCs...rides bus to work, not home till evening during the week, can't take personal email or calls (City rule) *Definitely interested in a possible ACC-Tech role...can do that in his off hours *Recognition - promote recognition, AH & Comm Key to strengthen the staff...what he thought he'd do if not Div Comm *Maybe tie recognition in w/ Training...automate this whole process *Admin position - CCT used to have this. Farrell got council data dumps from Nathan Doherty...Mike has all these annual dumps for 2010-2020. Can "mine" data for stats, recruiting, history of WB & NYLT, etc...can delete/mask data like SSN. Can build tool for DCs to look up former unit leaders for UC candidates, can mark people as deceased/not registered/do not contact...very user friendly. *Mike built original CTS in 2010...first in Access, per Troxell & Stan Stanley...then online w/ paid subscription. CCS registration one year didn't want to use any of the data so subscription dropped...data gone. Forrest wanted data back...so data now in SQL...PHP is the language the interface is in. Mike rewrote in 2016/17	*Reassign Mike to ACC-Tech, celebrate Div Comm service *Recruit new Div Comm for North Division - talk to Dustin, Chris, Thomas about candidates *Work w/ Mike on ACC-Tech job description & for recruiting CCT Tech Team *Make creation of "automated" training & recognition tracking part of ACC-Tech *Add potential project with data dumps on list for ACC-Tech...need to find out if the dump feature is still an option in new system
Farrell Gerbode ACC-Recharter Training (& Support) Notes from 6/7/22	*Started as ACC-Recharter Training around 4/1/2007 - Stan asked him to do this when he first became CC, but Farrell was DC in Golden Arrow 2000-2007. He developed materials for the annual packets & PPT for districts...mostly w/ Jon Yates 2008. Farrell was getting a file from Margarita & putting it in Access to track GA's R/C status Jon wanted him to do for SHAC...developed into macros in Excel. *When Internet R/C started, he pulled unified data together similar to now *When Thomas became DFS, he wanted dates added to the schedule, started requiring units to use IR...with 1600 units, had to have Help Desk w/ DC & DE support. *With new IR 2.0 last year, unprecedented volume of system issues...not all resolved *Margarita sends him 2 files on days he does a report...he merges her files w/ what he pulls from Comm Tools, puts in CSV, into Access, then back to Excel to distribute *National hasn't had a system to track, export, provide meaningful problem solving...he's tried to work w/ National..IT is outsourced, so no one understands what we need *Farrell also has provided the Advancement info report for SHAC for years...originally built off DTR. New system has some new reports, but John S. asked him to get info like they used to have, so he's still doing that.	*Farrell is a wealth of information and truly loves helping with data needs...what is the best way to use his skill set to provide the best support to SHAC's council & district commissioner teams? *Recharter Training should be done in conjunction w/ another presenter...team approach *Move Farrell to ACC-Technology team, but still w/ access to C Tools & any other database being used *Good points on national's poor attempts w/ IT problems *Good points on hybrid RT, but skillset in districts to do this?

Name & CCT Position	Key Points from Meeting: Describe Current Role, CCT Recommendations	Priorities for Change or Follow Up
	*He's created various specialty reports over the years for different DFS *New system is supposed to get to "API" approach to data extraction, but…. *Took 3 months to pull data on everyone's profiles w/ training records…National had a new report that ran for days (over the weekend) & they took access away because it was a resource hog to search for training records. *The "dump" was by council & member # *He also fed training info to Pam…now she has to pull by district *"Why isn't largest council represented w/ a voice on these needs?" Stan was asked years ago to be on a national committee for developing my.Scouting…he tried to put Farrell on the committee, but not allowed…only wanted CC. Seems all IT decision making happens in NE & Northern part of US…Michigan especially. Feels not enough representation from large councils & what they need. *Problem resolution on IR 2.0 was poor…the answer after a week of waiting was often "Is this still a problem?" Margarita copied Farrell on problem tickets, which was helpful so he could see the traffic on the problems. *Need to help districts develop a mechanism to have in-person and online Roundtables …COVID raised the value of this approach.	
Junior Raimond South Division Commissioner (ACC) Notes from 6/7/22	*Resource for DC - answer questions, keep on track w/ their role, redirect as needed *Training/onboarding new DCs *Sometimes connect in person, more often virtual…zoom, phone, text Division Key 3 meetings Division Meetings - virtual because of travel to Coastal Plans, Bay City…may go to in-person prior to CCM *Working w/ FD on issues in districts, helping DCs resolve issues *Has made some DC team meetings, but not in last 2 months (new job) *Recruited by Forrest in late Summer/Fall 2020, just before I became CC. *Would like to see training in person by Division…CCS courses, UC Basic, DL, SM Basic.. like "Using JTE to Plan Program", which is great for UC & for unit leaders. Junior & Connie did this course for 18 people (UofS?), but no commissioners attended. Junior wants to know how Orion used Lone Star-Tomball for Merit Badge University. *Add ACC-Roundtable to help District RTC come up w/ a good RT calendar for the year I asked about Brian Boling going to PTC for RTC last year (June 21)…Junior said he would have good ideas. Junior also wants to do packets for unit leaders who can't come on RT night…still at district level, but available to all. Like: How to use ScoutBook, Set up BeAScout pin…lots of opportunities for 15 min trainings. "We're talking to 21st Century volunteers…they watch YouTube for everything!" *Find a way to attract younger UC/Comm staff…get Mike & data…need recent college grads, Eagles, etc. *"We need to be more relevant…HELPING units deliver great Scouting!"	*Junior's enthusiasm for commissioning is refreshing, especially as a younger commissioner than most. *Agree with ACC-RT role and asking exp RTC to help. *Like ideas about periodic in-person trainings…we've talked about this for CCS, but adding in other courses would be a broader appeal. Participant at Commish Impact Session earlier this year did something like this on a small scale…was it monthly? Quarterly? What council? I looked at their website after the Impact Session…great visual & promo…need to find it again. *Totally agree w/ comments about attracting younger folks to commissioner service
Lynda Worlow ACC-Publications Notes from 6/9/22	*Brian recruited her…Square Knot Notes (SKN) was first done by Suzanne Becker, then Gene Hamilton, then Lynda…she thinks! Purpose was for UC to take to unit leaders on unit visit…something for them to bring as a resource. *1st couple of years w/ Brian, she mapped out a year's worth of major topics that fit throughout the year, then realized SHAC website had similar material *Worked well using website material until recently…it's not being updated very regularly anymore, so material is not very current…less useful than it used to be. *Title from Brian: ACC-Publications *Hard to know if anyone reads it other than DAR, Pam, Dennis, Art…they are the only ones who reply when she sends it out to CCT & DC *Brian felt strongly that SKN should go to DCs as chain of command…then DC sends to UC & other staff *She's been doing this for awhile…not hard, but website info not fresh & not much passion for it…no one sends in info when she asks for input. *Thinks recruiting could be a bigger focus for CCT…as a DC in Orion, her Unit-to-UC ratio was 2.3 : 1 *Feedback on 4 potential new ACC ideas I shared: RT - What does RT look like for this generation? Need to re-imagine it. Communications - website updates & monthly email communication to all 300+ commissioners, not units, w/ recognition, events, etc. Lynda likes idea & would do away with SKN Recognition added to Training - Lynda agrees this is a good idea Technology - Lynda agrees w/ this as a group Teams - Lynda likes the idea of a team approach in these 4 proposed areas *Lynda is most interested in new Communications or Training areas, if needed *CCS Registration, Lynda has done for years…software used for this is something designed by Troxell in MS Access. Farrell did something to make it better, and Art helped her one year. Cindy knows it a little…she and Lynda have stayed up all night before CCS in order to produce the class schedules for participants the next day…and they've had to do it at HP (Cindy's office) because neither of them has Access on home computers/laptops.	*Discontinue SKN publication immediately *Add ACC-Communications position on CCT to manage commish info on council website (so much & so dated) and produce a monthly CCT newsletter that goes out directly to all registered commissioners promote events, training, recognition received *Make sure a small team is built for all "support side" ACC positions… no "one person does it all & has no backup" *Talk to Lynda about interests once ACC teams are finalized …if she wants to retire, celebrate legacy of service

Overview Notes to Supplement Proposed Changes to CCT Staff
Debbie Rollinson, Council Commissioner
July 28, 2022

FINAL as updated October 2022

The following notes are provided to supplement both the "Summary of Council Commissioner Meetings with CCT Staff – May/June 2022" spreadsheet and the in-depth project review meeting I had this morning with Dustin Dupuis, Director of Field Service.

These notes, as well as the Summary spreadsheet, are part of a proposal to realign the structure of the Council Commissioner Team to more effectively meet the needs of the volunteers serving on the Sam Houston Area Council commissioner team, so they can more effectively serve the units in their care.

In these notes, the "SHAC commissioner team" means all volunteers registered in any commissioner position in our council. The "Council Commissioner Team" (CCT) describes the Council Commissioner (CC) and the Assistant Council Commissioners (ACC), including the Division Commissioners (registered as ACC), who report directly to the CC. The CCT does not include District Commissioners (DC) or the commissioner staff who serve on their respective district teams.

In each of the proposed new CCT positions, the first responsibility listed is to build and lead a small team for that service area. One of the goals of these proposed changes is to have a team of people focused on a service need, rather than a single person trying to handle the effort on his or her own. The team environment provides a better opportunity for ideas to be shared, for the growth of all volunteers involved in the effort, and for succession planning. It also gives council leadership an opportunity to see the work of more people who may later serve as key leaders in the council or district. In this proposal, a new "Council Commissioner Service Team" (CCST) group would be defined to include the CC, ACC, and service team members working directly with an ACC. Again, the CCST would not include District Commissioners or the commissioner staff who serve on their respective district teams.

Proposed New CCT Positions

In addition to the four existing Division Commissioners who provide coaching and mentoring support for the District Commissioners, the following administrative support ACC positions are proposed for implementation in 2022. With the exception of the Division Commissioners, the other current ACC positions will either be discontinued or moved under one of the proposed new ACC positions.

1. **ACC – Communications**
   - Responsible for recruiting and leading a small team of diligent, effective writers/editors to manage the website and newsletter messaging provided to inform, encourage, and provide recognition for the SHAC commissioner team.
   - Regularly review the council website's commissioner-related information for needed updates, draft those updates, submit them to council website support, and monitor the website for implementation.
   - Create and submit new material for the council website, as appropriate for commissioner team news and activities.
   - Create and distribute a monthly electronic newsletter to the SHAC commissioner team with timely announcements, event promotion, welcome for newly-registered commissioners, recognition for recently-completed training or service awards, etc. Input for information will come from ACC-Technology Team, ACC-Training & Recognition Team, as well as other members of the CCT.
   - Candidates & Notes: This ACC position can be filled by someone serving in another commissioner role within a district, as long as that role is not DC. Great opportunity for someone who enjoys written communications, has experience with other newsletters or electronic publications, and can meet deadlines and publication requests faithfully.
   - **NOTE:** In an August 2022 meeting with Thomas Franklin, COO/Deputy Scout Executive, and Dustin Dupuis, Director of Field Service, about the organization changes proposed in this project, the ACC - Communications position was redefined as the "Website & Social Media Content" position and moved onto the ACC – Technology team.

2. **ACC – Recruiting & Retention**
   - Responsible for recruiting and leading a small team of enthusiastic commissioners who have shown success in recruiting Scouting volunteers, have a heart for helping others bring more Scouters into commissioner service, and exhibit playful energy for team-building activities and recognition that help keep commissioners engaged in unit service.
   - Create and share recruiting & retention ideas with the SHAC commissioner team in a variety of ways, such as providing a recruiting topic DCs can use at a monthly DC staff meeting, sharing a set of "Try This!" recruiting & retention tips at a Council Coordinated Meeting breakout, and reporting recent recruiting & retention success stories in the monthly SHAC commissioner newsletter in coordination with the ACC-Communications Team.
   - Work with the ACC-Technology Team to define and create lists of potential commissioners from current BSA database information and SHAC historical database information, then provide this information to the DCs as a recruiting resource.
   - Connect with the National Commissioner Service Team's Recruiting & Retention team to stay current with new ideas and useful resources used in other councils.

- As a team, work with DCs regularly to track progress and offer encouragement, additional ideas, and hands-on support, as needed. Provide support and guidance for successful onboarding of new staff.
- Provide instructors for College of Commissioner Science recruiting & retention courses and recommend updates to course material, as needed.
- Candidates & Notes: This ACC position can be filled by someone serving in another commissioner role within a district, as long as that role is not DC. This ACC position should be filled by someone with strong commissioner experience and a proven track record of recruiting & retention success.

3. ACC – Roundtable
- Responsible for recruiting and leading a small team of enthusiastic commissioners who are experienced in leading or staffing a district roundtable team, have creative energy for planning and organizing roundtable programs, and share a passion for inspiring volunteer leaders and building attendance at their roundtable events.
- Build a good communication link with all the Roundtable Commissioners (RTC) in all districts, so that all feel connected to the CCT. There is encouragement in being part of a team with more knowledge and experience than an individual member may feel they possess. The ACC-RT Service Team needs to find where the council's roundtable strengths and needs are, so that resources can be shared and skills developed throughout the council.
- Connect with resources available through the National Commissioner Service Team to stay current with new ideas and programming being used in other councils.
- Work with the ACC-Communications Team to include roundtable updates, district success stories, etc. in the monthly SHAC commissioner newsletter.
- Provide instructors for College of Commissioner Science roundtable courses and recommend updates to course materials, as needed.
- Candidates & Notes: Preferably, this ACC position can be filled by someone also serving as a successful RTC within a district. At a minimum, this position should be filled by someone with strong experience in planning and running a successful district roundtable program, and the ACC should be supported by a team of individuals who also have current or recent district roundtable leadership experience.

4. ACC – Technology
- Responsible for recruiting and leading a small team of talented, experienced commissioners who have strong technology and problem-solving skills that can be used to support and strengthen all levels of commissioner service in the council. Specific areas of support will initially include the Recharter Process, CCS Transcript System, Commissioner Tools, and the BSA national database, with additional areas of tech support identified, as needed.

- Work with other members of the CCT to understand each team's objectives and where technology resources can provide support; work with ACC-Technology Team members to develop a recommended approach for each ACC team's needs.
- Check in regularly with CCT teams and evaluate usage of technology tools and adjust resources provided, as needed.
- Connect with technology resources available through the National Commissioner Service Team and other national contacts to stay current with new data tools and solutions being used in other councils; develop good contacts for reporting & resolving issues in Commissioner Tools and Internet Recharter processing.
- Provide regular updates to CCT members and DC team on technology tools for council and district-level resources; provide instructors for College of Commissioner Science technology-related courses and recommend updates to course materials, as needed.
- Candidates & Notes: This ACC position must be filled by someone with commissioner service experience and a strong technology background. The ACC should be supported by a team of individuals who also have both commissioner and technology backgrounds.

5. **ACC – Training & Recognition**
   - Responsible for recruiting and leading a small team of experienced commissioners who are committed to helping commissioners receive training, encouraging progress toward training and service awards, monitoring that paperwork is submitted for completed requirements, and ensuring that recognition is received by recipients with proper celebration.
   - Monitor and publicize available national resources that could be helpful to the SHAC commissioner team, like Commissioner Impact Sessions, virtual Colleges of Commissioner Science hosted by other councils, updates to online training, and Philmont Training Center Commissioner Week sessions. Work with the ACC-Communications Team to provide recognition in the monthly SHAC commissioner newsletter for SHAC commissioner team members who participate in one of these national training events.
   - Plan and provide in-person and/or virtual supplemental training as needed or requested.
   - Participate in and support the annual College of Commissioner Science event by working with the Dean and Key Staff throughout the planning stages and during the actual event.
   - Use CTS history information to monitor and encourage nomination of SHAC commissioner team members when they are eligible for national commissioner recognition and awards. Provide updates on all commissioner recognition to the ACC-Technology Team and ensure updates are entered correctly in CTS; work to resolve any issues, if necessary.
   - Monitor all commissioner award nominations paperwork to be sure it is properly completed and signed, submitted to the SHAC Program team in a timely manner, received and processed in a timely manner, and confirm that the intended recipient has received the proper recognition items.
   - Provide updates on all commissioner training recognition and other awards to the ACC-Communications Team for inclusion in the monthly SHAC commissioner newsletter.
   - Review and approve CCS doctorate project or thesis proposals; work with doctorate candidates to encourage, coach, and guide them successfully through the process.

Submit paperwork for recognition items to SHAC Program team and ensure each recognition packet is ready for presentation at the next College of Commissioner Science.

- Manage the development and production of new commissioner patches for CCS events, CCS degrees, and special recognition patches for service, etc.
- Candidates & Notes: This ACC position should be filled by someone with both commissioner service experience and council-level training experience. This person should also be organized with a knack for the details! The ACC should be supported by a team of individuals who also have both commissioner and training experience.

College of Commissioner Science Doctorate Project Report
Debbie Rollinson, Council Commissioner

Reference List of Acronyms and Terminology

ACC	Assistant Council Commissioner
ADC	Assistant District Commissioner
BSA	Boy Scouts of America
CC	Council Commissioner
CCS	College of Commissioner Science
CCST	Council Commissioner Service Team (CCT plus all Service Team members)
CCT	Council Commissioner Team (CC and direct reports)
CTS	Commissioner Transcript System
DC	District Commissioner
DFS	Director of Field Service
DivComm	Division Commissioner
FD	Field Director
RT	Roundtable
RTC	Roundtable Commissioner
SHAC	Sam Houston Area Council
UC	Unit Commissioner

District Commissioner Team – all commissioners registered in a specific district, working under the direction of that specific district's District Commissioner

SHAC Commissioner Team – all commissioners registered in the Sam Houston Area Council, working under the direction of the Council Commissioner