

Colonneh Lodge Commissioner: A Proposal
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Colonneh Lodge Commissioner: A Proposal

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Description of SMART Goals

SPECIFIC

This dissertation is specific because I will make the case that there is a genuine need for commissioner service within Colonneh Lodge. I will provide a rationale for commissioner service within Colonneh Lodge by identifying specific areas in which commissioner service is warranted. I will call upon the council commissioner to confer with the lodge's key three to consider installing a lodge commissioner. The job description of the lodge commissioner will be defined, and the duties that commissioners typically perform will be considered within the context of lodge operations.

MEASUREABLE

This dissertation is measurable because it is based upon established principles of commissioner service and lodge operations. The primary sources are readily available in print and online formats and are easily verifiable.

ATTAINABLE

This dissertation is attainable because the final product is a document comprising my research findings culminating in a formal recommendation. This dissertation does not require another person's performance or permission in order for me to develop a recommendation.

RELEVANT

This dissertation is relevant because Colonneh Lodge is a Scouting entity within Sam Houston Area Council. Colonneh Lodge experiences all of the same issues that are present in typical Scouting units and geographical entities (packs, troops, crews, ships, posts, districts, divisions, councils, areas, regions, and national) served by commissioners.

TIMELY

This dissertation is timely because the final product will be submitted to my DCS dissertation mentor, Pam White, on or before October 15, 2019. The DCS dissertation mentor will review this dissertation and offer suggestions as to its correction and/or improvement.

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Introduction of Dissertation

Scouting's traditional units consist of youth participants and adult volunteers in packs, troops, crews, ships, and posts. Many factors determine the relative success of Scouting units, but commissioner service is undoubtedly one of the most significant factors. Commissioner service extends beyond traditional units to districts, councils, areas, regions, and ultimately the national level. In addition to the aforementioned units, programs such as STEM Scouting and the Order of the Arrow are officially-recognized entities within the Boy Scouts of America.

Commonly known as the brotherhood of cheerful service, the Order of the Arrow is the national honor society of Scouting. The Order of the Arrow was founded in 1915, and it became an official program of the Boy Scouts of America in 1934. When properly implemented, the Order of the Arrow improves Scouting at all levels. The disappointing reality is that councils rarely implement their local contingent of the Order of the Arrow, the lodge, to its fullest extent. Precisely like traditional units and the various organizational levels within Scouting, commissioner service, if offered within the lodge, would undoubtedly serve as one of the most essential components to the success of the lodge within a council.

Unfortunately, lodges have no formal commissioner structure. As a result, lodges, and by extension, councils, miss out on the multitude of benefits commissioners and their service provide. This dissertation proposes the creation of a lodge commissioner specifically tasked with providing commissioner service to Colonneh Lodge within Sam Houston Area Council.

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Essential Principles of Commissioner Service

The essential principles of commissioner service that I am referencing in this dissertation derive from published courses known as Unit Commissioner Basic Training, District Commissioner Basic Training, BCS 101 – The Commissioner Concept, and DCS 516 – Succeeding with the Unit Service Plan. These presentations are located in the commissioner training section of scouting.org, and they have been taught in Sam Houston Area Council at the College of Commissioner Science and the University of Scouting.

The information in Figure 1 on page 36 comes from a College of Commissioner Science course known as BCS 101 – The Commissioner Concept. This portion of the presentation describes five of the most common commissioner roles. Too often, people view commissioners as quality control enforcers or spies reporting unit deficiencies to the council or district. However, good commissioners exemplify the roles of friend, representative, doctor (or physician), teacher, and coach. Each of these five roles break down barriers and build positive relationships.

To illustrate this issue, refer to the five commissioner roles, and consider how they apply to working with the lodge. Problems occur in lodges just like they do in all other areas of Scouting. Since lodges do not have the benefit of a commissioner's assistance, lodges have become accustomed to dealing with problems on their own. For example, a good commissioner could help a lodge adviser's frustrations by simply listening to his or her issues as a good friend often does. Additionally, a good commissioner could help a chapter adviser deal with a lack of motivation in the chapter by positive coaching.

The lodge leadership may initially resist the concept of commissioner service, so commissioners should apply the five roles of a commissioner on a regular basis. It is imperative

for the lodge commissioner to make a good first impression with the lodge, to build and nurture a healthy working relationship, and to continually maintain open and honest communication. Fully applying the five roles of a commissioner is a great start to this process.

In a general sense, once a commissioner establishes the nature of his or her relationship with a unit by applying the five aforementioned roles, the commissioner can then begin working on a number of criteria. Commissioners should tread lightly when working with a unit for the first time. The commissioner should listen and observe, and when the time comes to speak, ask questions. Commissioners should do everything they can to grasp the relevant context before attempting to offer assistance to a unit. This principle applies to the lodge commissioner and the leadership of the lodge as well.

Although commissioners are expected to perform many tasks, there are four focus areas that deserve the majority of a commissioner's attention. The information in Figure 2 on page 37 comes from Unit Commissioner Basic Training and District Commissioner Basic Training. This portion of each presentation describes the commissioner's four focus areas. Too often, commissioners overwhelm themselves attempting to accomplish everything expected of them. The four focus areas help a commissioner prioritize their most important responsibilities.

The four focus areas described in Figure 2 on page 37 are directly applicable to Colonneh Lodge. Some of the terms vary, but the principles are universal. For example, references to units would translate to a lodge or chapters within the lodge. As a matter of reference, lodges and chapters in the Order of the Arrow coincide with councils and districts in the Boy Scouts of America. A closer examination of each of the four focus areas is extremely beneficial to understand the types of duties a lodge commissioner would undertake.

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Focus Area One – Supporting Unit Growth in Journey to Excellence

The first of the four areas a commissioner focuses on pertains to supporting unit growth in Journey to Excellence. As a reminder, a unit in the context of the Order of the Arrow would refer to the lodge itself or one of its chapters. For many years, the Order of the Arrow used Journey to Excellence as its official tool to measure the overall health of lodges and chapters. Although several differences occurred between Colonneh Lodge's and Sam Houston Area Council's versions of Journey to Excellence, some of the criteria were the same.

I am intentionally referring to Journey to Excellence within the Order of the Arrow in the past tense. The Order of the Arrow discontinued Journey to Excellence early in 2019 and replaced it with a system called Lodge Performance Measurement Program. Figure 3 on page 38 is the scoresheet the chapters in Colonneh Lodge use to determine their annual performance. As with Journey to Excellence, evaluations within the Lodge Performance Measurement Program are determined by quantifiable data. Most of the data comes from a database the Order of the Arrow uses called Lodgemaster. The lodge's overall performance is determined by assessing the performance of each of the chapters. The Lodge Performance Measurement Program stresses two levels of achievement: thriving and high performing.

Journey to Excellence and the Lodge Performance Measurement Program stress growth. The lodge and its chapters are already determined, so there is no expectation to grow new units. The emphasis on growth centers upon electing and promoting Arrowmen. This is done by electing candidates, helping candidates complete their Ordeal, and helping ordeal members seal their membership in the Order of the Arrow by attaining the level of Brotherhood. These membership objectives are best achieved when the lodge and its chapters offer a healthy program of fun events, meaningful service, and effective leadership development.

What is the lodge commissioner's role pertaining to the Lodge Performance Measurement Program? His or her role is precisely the same as a unit commissioner working with a unit on Journey to Excellence. The lodge commissioner should make sure the lodge's key three regularly assess the lodge's performance. The lodge's key three consist of the lodge chief, the lodge adviser, and the professional staff adviser. The lodge commissioner should be aware that the lodge executive committee meets every other month. The lodge executive committee, at a minimum, consists of the lodge's key three, all of the lodge officers, all of the chapter chiefs, and all of the lodge advisers and chapter advisers.

The lodge executive committee forms sub-committees to coordinate all the functions of the lodge. For example, the following standing sub-committees exist within Colonneh Lodge: administration, chapter operations, inductions, program, and service. These sub-committees take the lead in overseeing specified criteria within the Lodge Performance Measurement Program. The lodge commissioner would encourage the lodge key three to make sure that these sub-committees place a high priority on the performance measurement objectives.

An incremental and continual approach to assessing the health and quality of a unit or a program is much better than procrastinating the assessment to the end of the year. The primary objective of assessing a unit or a program on an incremental and continual basis is to maintain a focus on growth. Units experiencing a decline in activity, funds, leadership, or membership have a serious problem. An observant and objective commissioner is an invaluable asset to a unit—or in the case of this dissertation, a lodge—because they help identify these issues and work in cooperation with the unit or lodge leadership to rectify them. The commissioner's focus of supporting unit growth through a performance measurement

system should be emphasized on a continual basis. Likewise, overall growth in a lodge would be more successful if a commissioner assisted the lodge in the implementation of the performance measurement system.

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Focus Area Two – Contact Units and Utilize Commissioner Tools

The second of the four areas a commissioner focuses on pertains to contacting units and capturing their strengths and needs in Commissioner Tools. Commissioner Tools is an online database that enables commissioners to document the health of units within their district or council. Commissioners work hard to perpetuate a unit's strengths and to ameliorate a unit's needs. Commissioner Tools is the primary method commissioners use to record and track the strengths and needs of Scouting units.

Commissioners document many useful types of information in Commissioner Tools. The three main types of documentation consist of simple assessments, detailed assessments, and unit service plans. A simple assessment is precisely what the title implies. The commissioner specifies the unit contacted, the setting or venue of the contact, the date of the contact, and a brief statement about the health of the unit. The brief statement includes two parts: a numerical rating and personalized observations.

A detailed assessment is conducted by a unit commissioner in collaboration, or partnership, with the unit's key three. Detailed assessments build upon the commissioner's observations regarding the health of the unit by providing detailed information above and beyond what is obtained during a simple assessment. The detailed assessment requires the unit's key three to provide quantifiable data to the unit commissioner pertaining to the following criteria: finance and budget, membership, program, and volunteer leadership. All of this data is documented in Commissioner Tools, and an overall numerical value indicates the health of the unit.

One of the final steps in a detailed assessment asks the unit commissioner to consult with the unit's key three to develop a unit service plan. A unit service plan consists of a

documented need within the unit, a proposed resolution for the need, and a series of follow up contacts to ensure the success of the plan. Occasionally, proposed resolutions do not succeed as planned. The unit commissioner and the unit's key three can modify the unit service plan until a resolution succeeds.

According to the College of Commissioner Science course called DCS 516 – Succeeding with the Unit Service Plan, Figure 4 on page 39 shows a progression of the types of commissioner contacts. Each of these contacts are of vital importance, and each of them play an integral role in the success of a unit. However, the unit service plan is the most detailed and specific type of contact a commissioner makes with a unit. Hence, some would argue that the unit service plan is the most important type of commissioner contact. That may or may not be the case, but the data shows that commissioners rarely enter unit service plans into Commissioner Tools. This is unfortunate because unit service plans are one of the most valuable tools at a commissioner's disposal.

As previously described, simple assessments, detailed assessments, and unit service plans comprise the three main ways commissioners document their contacts with units. There are, however, many ways commissioners make contact with units. Referring again to DCS 516 – Succeeding with the Unit Service Plan, Figure 5 on page 40 shows several ways commissioners can contact units. All of the examples in the presentation are meaningful methods, but I propose an addition to this list: social media. Facebook, Twitter, Snapchat, and Instagram are some examples of social media platforms appealing to an array of Scouts and Scouters.

Although many types of contacts can be made between commissioners and units, there really is no substitute for face-to-face contact. The commissioner shows that he or she cares

enough about the unit and its success to sacrifice a bit of time and show up in person.

Regardless of the type of contact, the most important thing is to simply make contact. The next important thing a commissioner should do is to document the contact. A commissioner's documentation of a unit contact enables all of the commissioners within a council to view the health of the unit. Providing a corps of commissioners with this type of information empowers them with a sense of synergy. In commissioner science, the combined effect of a corps of commissioners far outweighs the sum of their individual efforts.

The commissioner's focus of making contact with a unit, or lodge, and capturing their strengths and needs in Commissioner Tools is not currently practiced within the Order of the Arrow. The lodge and its chapters deserve contact and assistance from a corps of commissioners. Simple assessments, detailed assessments, and lodge or chapter service plans should be implemented within lodges and chapters. Additionally, a commissioner's contacts should be reviewed by administrative commissioners. These activities need to occur within Colonneh Lodge, just like they occur in Sam Houston Area Council's traditional units. Contacts with the lodge or its chapters may or may not ever be entered into Commissioner Tools on an official basis, but the principle of making contact and capturing their strengths and needs is very important.

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Focus Area Three – Link Unit Needs to District Operating Committee Resources

The third of the four areas a commissioner focuses on pertains to linking unit needs to district operating committee resources. Figure 6 on page 41 is taken from Unit Commissioner Basic Training and District Commissioner Basic Training, and it lists the four main operating committees within a district. The four main operating committees within a district—each with counterparts at the council level—consist of membership, fund development, program, and unit service. These committees serve as subject matter experts, and they are in place to give units the help they need in specific situations.

Each of the operating committees in Figure 6 share an equal amount of importance. The four operating committees require cooperation in a way that makes it difficult to succeed in one area while failing in another. The image of four individuals assembling a puzzle piece demonstrates the cooperative relationship between these operating committees. Scouting is a team effort, and successful Scouting occurs when members of the team work together.

A district's membership committee focuses on recruiting new Scouts, creating new units, and retaining the Scouts and units already in place. Lodges and chapters recruit new members through promoting the Order of the Arrow and holding elections. Retention is also a major focus of all Arrowmen. A district's fund development committee focuses on generating the necessary resources to pay for Scouting. Lodges and chapters engage in the raising, management, and spending of funds. A district's program committee focuses on making initiatives such as activities, advancement, and training available to its members. Lodges and chapters accomplish precisely the same thing. A district's unit service committee focuses on helping units succeed through accomplishing the four commissioner focus areas. There is no formal commissioner structure within the Order of the Arrow to ensure unit, or commissioner,

service. Volunteers who serve on each of these operating committees receive specialized training, and they serve as resources throughout the district.

Commissioners work with units to ensure their success. From time to time, units need specific assistance in one of the aforementioned areas. Commissioners should know the chairperson of each of the four operating committees so they can facilitate assistance to the unit leadership as needed. It should come as no surprise to find out that lodges and chapters within the Order of the Arrow engage in the same activities that fall under three of the district operating committees. Lodges and chapters require precisely the same types of assistance as traditional units do. As previously indicated, there is no formal commissioner structure within the Order of the Arrow. As such, the lodge and its chapters may not know where to go for help.

A lodge commissioner would work with the lodge's key three when a specific issue arises pertaining to membership, fund development, program, and unit, or commissioner, service. The concept of the lodge's key three working with district operating committees is not a feasible scenario when assistance is needed. A more appropriate scenario occurs when the lodge's key three works with the lodge commissioner and his or her council-level counterparts when an issue arises in one of the four areas under consideration.

Furthermore, the lodge's key three are made aware of issues occurring within their chapters. When issues arise within a chapter, the lodge's key three would inform the lodge commissioner, and he or she would work with the appropriate district commissioner to invite the assistance of the necessary district operating committee. Essentially, lodge-level issues would be referred to council-level operating committees, and chapter-level issues would be referred to district-level operating committees.

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Focus Area Four – Support Timely Charter Renewal

The fourth of the four areas a commissioner focuses on pertains to supporting charter renewals in a timely manner. Charter renewal in Sam Houston Area Council stresses two characteristics: accuracy and punctuality. Figure 7 on page 42 is taken from Unit Commissioner Basic Training, and it is a representation of a charter issued through the Boy Scouts of America. As the image stipulates, a charter is essentially a document granting permission for an organization to operate a Scouting unit.

An organization must complete several steps in order to obtain a charter from the Boy Scouts of America. A few of the required steps include completing the necessary actions associated with Internet Charter Renewal, performing membership inventories for youth and adults, collecting membership applications, paying fees, and among other things, reviewing and signing a document called The Annual Unit Charter Agreement. The charter renewal process can seem daunting at times, but commissioners are tasked with assisting units from beginning to end. Districts and councils host recharter workshops as well, and these workshops provide a lot of practical training for unit leaders and commissioners.

Lodges within the Order of the Arrow must complete the charter renewal process on an annual basis. Figure 8 on page 43 provides some general information from the *Lodge Adviser's Handbook* published by the Order of the Arrow regarding the charter renewal process for lodges. Although lodges and traditional units renew their charters differently, some of the required information is very similar. For example, lodges perform membership inventories for their youth and adult members, lodges provide financial information and pay fees, and the lodge's key three signs the appropriate documents. It is just as imperative for lodges to be accurate and punctual with their recharter paperwork as it is for traditional units. A lodge

commissioner would be a great help to the lodge's key three in making sure the applicable information was collected, documented, and submitted in an accurate and timely manner.

One of the most underutilized aspects of the charter renewal process pertains to the presentation of the charter to the chartered organization. Figure 9 on page 44 is taken from Unit Commissioner Basic Training, and it depicts a unit commissioner making a charter presentation. Commissioners should present charters to every organization within their council. The presentation should be brief, and it should not occur at a unit meeting. More specifically, charters should be presented in the general assembly of a particular organization rather than a pack or troop meeting. The church, P.T.O., or service organization charters the Scouting unit, and the organization's members and leaders need to be acknowledged. This method of recognition is a great recruiting tool.

Commissioners should present charters to lodges as well. The ownership of charters within the Order of the Arrow differs from that of traditional units because lodges operate within the jurisdiction of councils, not chartered organizations. As such, charter presentations within the Order of the Arrow should be made in a setting conducive to the solemnity of the occasion. The lodge's annual banquet and award ceremony is the best venue for a charter presentation. The lodge commissioner, in the presence of various leaders and general membership, should present the charter to the lodge's key three and the supreme chief of the fire, also known as the Scout executive. This type of presentation would give the lodge commissioner an opportunity to thank the council leadership for their support of the lodge.

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Commissioner Organization and Call for Action

The preceding sections present the general rationale for proposing a lodge commissioner for Colonneh Lodge. The overall objective is to capitalize on existing principles within commissioner science and apply them to a new setting. I have chosen to base most of my rationale on the four focus areas for commissioners. I believe all commissioners should apply these principles regardless of their assignment.

It is important to understand the basic organizational structure of Sam Houston Area Council's commissioner corps in order to determine the accountability and oversight of the proposed lodge commissioner. The council commissioner leads the commissioner corps as a whole. Sam Houston Area Council is divided into five geographical divisions: north, south, east, west, and frontier. An assistant council commissioner directs the commissioner efforts in each of these divisions with approximately one-fifth of the council's districts residing within each division. These five divisions focus on unit service.

In addition to the five geographically based divisions, there are a number of other focus areas within Sam Houston Area Council. For example, Hispanic Scouting, recognitions, Scoutreach, training, and Sea Scouting are a few of the focus areas, and each of these areas is led by an assistant council commissioner. Figure 10 on page 45 is taken from District Commissioner Basic Training, and it describes some of the various roles a council commissioner may assign to assistant council commissioners. The council commissioner possesses the authority to assess the needs of the council and to allocate commissioners to serve in those areas. Please refer to Figure 11 on page 46 for further justification regarding a council commissioner's authority to organize the commissioner corps within a council.

My premise is that the Order of the Arrow is an entity within the council deserving of commissioner service. I propose the creation of a lodge commissioner to serve within the Sam Houston Area Council's commissioner corps at the assistant council commissioner level. The lodge commissioner will serve primarily at the lodge level of Colonneh Lodge, and he or she would be responsible for delegating tasks associated with the various chapters to commissioners known to the chapter leadership and members. District commissioners are the obvious choice in this scenario.

One of the primary objectives of commissioners is to provide service to units. Installing a commissioner to provide service to Colonneh Lodge is a worthwhile venture because lodges and chapters serve districts and units within the council. As commissioners help lodges and chapters improve, the units, the districts, and the council as a whole will benefit and be better equipped to succeed.

The remaining information in the form of appendices describes the lodge commissioner's potential job description and details a list of training opportunities that will empower the lodge commissioner to function successfully in his or her role.

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Appendix One – Colonneh Lodge Commissioner Job Description

Volunteers should know the duties and expectations of their assignments. Documented job descriptions are one of the most important aspects of an assignment. Job descriptions define the parameters of an assignment, they establish lines of communication, and they help prevent misdirection through accountability. Job descriptions that are too broad may cause the volunteer to become confused about their role and venture into areas that are assigned to other volunteers, causing frustration. Job descriptions that are too specific tend to hinder a volunteer's creativity and personal touch on their position, causing frustration.

One of the best approaches to understanding job descriptions is for the volunteer and their supervisor to meet in person with the document to discuss each bullet point. Doing this promotes opportunities for both individuals to seek clarification and to offer feedback. Too often, misunderstandings and hurt feelings occur due to a lack of communication. Commissioners, however, do not have documented job descriptions. There are suggested activities described throughout a number of courses and publications.

In an effort to provide more specificity to the lodge commissioner's duties and expectations, I am providing a proposed job description. This proposal, if implemented, will obviously undergo revisions by the council commissioner, the lodge commissioner, and the lodge's key three. This proposal is by no means an attempt on my part to dictate commissioner policies within Sam Houston Area Council. It is simply a suggested starting point. Please refer to Figure 12 on page 47 for a proposed job description for the lodge commissioner.

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Appendix Two – Lodge Commissioner Resources and Training Opportunities

Scouters serve as commissioners because they want to make a difference in the units they serve. In order for commissioners to succeed in their assignments, they must refer to a lot of resources and complete a lot of training. This section outlines many of the resources and training opportunities available to Arrowmen. Each of the following resources and training opportunities (listed in alphabetical order) will empower the lodge commissioner to function successfully in his or her role.

CHAPTER OPERATIONS GUIDE

The *Chapter Operations Guide* is published by the Order of the Arrow, and it provides detailed information on how to successfully run a chapter. Page 6 of the Introduction indicates that, “The *Chapter Operations Guide* provides insight, guidance and direction for the successful operation of a chapter within an Order of the Arrow lodge. It is designed and intended as a resource in program planning for lodge and chapter officers and advisers.”

COLONNEH LODGE – ARROWMAN’S BASH

Arrowman’s Bash is the annual Spring event planned and executed by Colonneh Lodge’s elected officers. Training sessions covering an array of topics are offered during this event. Some of the topics offered at Arrowman’s Bash come from the Lodge Leadership Development syllabus. Refer to the section called Lodge Leadership Development below.

COLONNEH LODGE – ELECTIONS WORKSHOP

Colonneh Lodge’s officers and advisers within the administration and chapter operations sectors host workshops in order to train election teams and their advisers on the policies and best practices associated with conducting unit elections.

COLONNEH LODGE – FALL POW WOW

Fall Pow Wow is the annual Fall event planned and executed by Colonneh Lodge’s elected officers. Training sessions covering an array of topics are offered during this event. Some of the topics offered at Fall Pow Wow come from the Lodge Leadership Development syllabus. Refer to the section called Lodge Leadership Development below.

COLONNEH LODGE – ORDER OF THE ARROW UNIT REPRESENTATIVE SUMMIT

Colonneh Lodge’s officers and advisers within the chapter operations sector host workshops in order to train Order of the Arrow youth representatives serving within troops, crews, and ships.

DEVELOPING YOUTH LEADERSHIP CONFERENCE (DYLC)

The Developing Youth Leadership Conference is a face-to-face training course hosted within each of the BSA’s regions. This is a national-level course, and the following description comes from the Order of the Arrow website. “The Developing Youth Leadership Conference will deepen an adviser’s capacity to develop youth leadership within the lodge and chapter. Conference topics will include fostering a growth mindset, promoting resilience, providing constructive feedback that leads to changes in youth behavior and creating a life-long

coaching/mentoring relationship. Conference participants will gain insights necessary to successfully coach youth applying the leadership skills they gained during the National Leadership Seminar.”

GUIDE FOR OFFICERS AND ADVISERS

The *Guide for Officers and Advisers* is published by the Order of the Arrow, and it provides detailed information for youth officers and adult advisers on how to successfully run a lodge. Page 5 of the Foreword indicates that, “This Order of the Arrow *Guide for Officers and Advisers* reflects the current policies concerning the organization and administration of the Order of the Arrow lodge.”

GUIDE TO INDUCTIONS

The *Guide to Inductions* is published by the Order of the Arrow, and it provides detailed information on how to successfully administer the induction process within a lodge. Please note, this document is password protected in order to preserve the exclusive nature of the information contained therein. Page 1 of the Introduction indicates, “Welcome to the Order of the Arrow’s *Guide to Inductions*! Regardless of your level of experience —whether you are a new ceremonialist learning your first part, a lodge chief planning the management of the entire induction process for your lodge, an elangomat preparing for an Ordeal assignment, an Order of the Arrow troop/team representative working to inspire Ordeal and Brotherhood candidates, or an adviser that has been helping youth with inductions for many years — this guide will help

you understand the induction process and enable you to perform your duties and responsibilities effectively.”

GUIDE TO UNIT ELECTIONS

The *Guide to Unit Elections* is published by the Order of the Arrow, and it provides detailed information on how to successfully administer the election process within a lodge. Page vi of the guide indicates that, “This guide provides information on Order of the Arrow unit elections to both members and non-members. It can be distributed to unit leaders and others who want to know the policies regarding unit elections and how unit elections are conducted.”

LODGE ADVISER’S HANDBOOK

The *Lodge Adviser’s Handbook* is published by the Order of the Arrow, and it provides detailed information for lodge advisers on how to successfully run a lodge. Page 7 of the Foreword indicates that, “This handbook provides insight, guidance and direction for the successful of an Order of the Arrow lodge. It is designed and intended as a resource in program planning for you, the lodge adviser.”

LODGE LEADERSHIP DEVELOPMENT (LLD)

Lodge Leadership Development is a series of training sessions developed at the national level and delivered at the lodge level. Colonneh Lodge offers these sessions at various lodge venues. The following description comes from the Order of the Arrow website. “Lodge Leadership Development is the primary training program for local lodges, providing lodge leadership with

the skills needed to plan and run a successful lodge program. The LLD program is designed to equip lodges with the tools to stimulate creative ideas and develop lasting solutions that will enable and enhance growth. Many lodges hold regular LLD courses, both as standalone events and as part of other lodge events like fellowships. The LLD program was revamped in 2018, and syllabi for the new LLD sessions may be downloaded from the nation Order of the Arrow website by following the link below.”

NATIONAL LEADERSHIP SEMINAR (NLS)

The National Leadership Seminar is a face-to-face training course hosted within each of the BSA’s regions. This is a national-level course, and the following description comes from the Order of the Arrow website. “The National Leadership Seminar (NLS) is a weekend conference focused on the skills and attributes of leadership. The program enhances the leadership skills of the Order of the Arrow’s key youth and adult members as they seek to improve their services to the Boy Scouts of America and the greater community. The weekend format complements the longer, more detailed Junior Leadership Training program (for youth) and Wood Badge program (for adults). During the seminar, participants make a contract with themselves to apply the skills learned on projects in the lodge, council, and community. NLS prepares Arrowmen to become better leaders both within and outside of the Scouting program.”

NATIONAL ORDER OF THE ARROW CONFERENCE (NOAC)

The National Order of the Arrow Conference is the premier bi-annual event of the Order of the Arrow. As Scouting's second-largest national event, thousands of Arrowmen from across the nation gather to participate in adventure, competitions, fellowship, training, and fun.

ORDER OF THE ARROW HANDBOOK

The *Order of the Arrow Handbook* is published by the Order of the Arrow, and it provides general information pertaining to the Order of the Arrow. This handbook is a valuable resource for all Arrowmen. The following quotation from page 5 of the Foreword of the handbook indicates that, "This handbook brings together the basic knowledge that all members will want to know."

PHILMONT ADVISER TRAINING

The Philmont Adviser Training is a face-to-face training offered at the Philmont Training Center. This is a national-level course, and the following description comes from the Order of the Arrow website. "The Philmont Order of the Arrow Adviser Conference is for any and all currently registered adult Arrowmen of the OA, including professional Scouters, who are eager to improve their units back home. While at the conference, participants can enjoy the many benefits of Philmont Scout Ranch and the Philmont Training Center. The conference is tailored to address the specific needs of the participants, to share information from successful lodges across the nation, and to discuss possible solutions to some of the common challenges faced by

many chapters and lodges. Our goals are to challenge, educate and inspire the participants and staff!”

SECTION CONCLAVE

Section Conclaves are annual events planned and executed by section officers with help from their advisers. The following description comes from Sam Houston Area Council’s website.

Please note that the description does not mention training, but it certainly occurs. Perhaps training is included in the “so much more” portion of the description. “The Lone Star

Fellowship (Section Conclave) is an annual event where nine lodges from Southern Region

Section 3 (SR-3) get together for fellowship, competitions, and lots of fun while celebrating the traditions of the Order of the Arrow. Scouts from all over south Texas have a blast participating

in the numerous special events, games, over the top activities, fun, ceremony and dance

competitions, awesome shows, LOTS of patch trading and so much more. Learn more about

Section Conclave.”

Figure 1



Commissioner's Service Role

- Friend
- Representative
- “Doctor”
- Teacher
- Coach



Prepared. For Life.™

The information on this page comes from a College of Commissioner Science training course known as BCS 101 – The Commissioner Concept.

Figure 2



Four Focus Areas

- **Support unit growth in Journey to Excellence**
- **Contact units and capture their strengths and needs in the *Commissioners Tools***
- **Link unit needs to district operating committee resources**
- **Support timely charter renewal**

The information on this page comes from two commissioner training courses known as Unit Commissioner Basic Training and District Commissioner Basic Training.

Figure 3

**Colonneh Lodge Performance Measurement
(CHAPTER) - 2019**

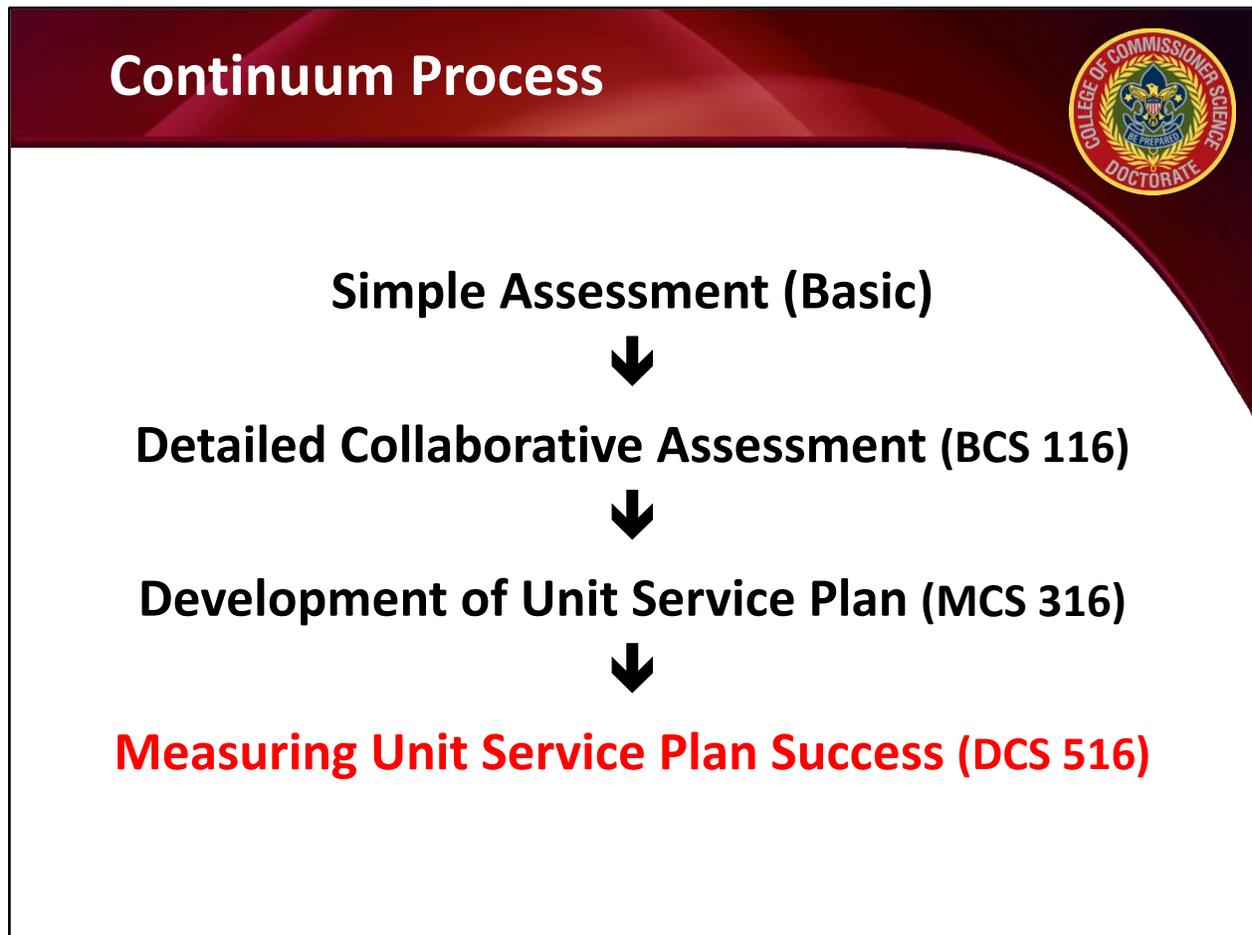
Chapter Name

#	Primary Objectives	Level: Thriving (T)	Level: High Performing (HP)	Points: T (2 each)	Points: HP (4 each)
1	Unit Elections: Conduct in-person unit elections in all troops, crews, and ships.	Complete unit elections in 45% of troops, crews, and ships.	Complete unit elections in 90% of troops, crews, and ships.		
2	Induction Rate: Induct youth Ordeal candidates.	Induct 60% of youth Ordeal candidates.	Induct 90% of youth Ordeal candidates.		
3	Activation: Engage new youth chapter members within the first 6 months of membership.	Achieve 20% activation of new youth members.	Achieve 50% activation of new youth members.		
4	Membership Retention: Improve the retention rate of youth chapter members.	Achieve 50% retention of youth members.	Achieve 79% retention of youth members.		
5	Membership Growth: Experience positive growth in youth membership over 2018.	Grow total youth membership by at least one more member over 2018.	Grow total youth membership by at least 7% over 2018.		
#	Secondary Objectives	Level: Thriving (T)	Level: High Performing (HP)	Points: T (1 each)	Points: HP (2 each)
6	Lodge Event Participation: Improve chapter membership participation at full lodge events.	Average at least 10% of chapter membership at all lodge-wide events.	Average at least 30% of chapter membership at all lodge-wide events.		
7	Brotherhood Completion: Convert eligible youth Ordeal members to Brotherhood.	Convert at least 30% of eligible youth Ordeal members.	Convert at least 43% of eligible youth Ordeal members.		
8	Contribute to Council: Contribute cash, materials, and/or both to the council.	Contribute an average of \$7.00 per chapter member.	Contribute an average of \$29.50 per chapter member.		
9	Council Service: Deliver to the council measurable service in terms of the average tracked hours per chapter member.	Record an average of 7 service hours per chapter member.	Record an average of 17 service hours per chapter member.		
10	Leadership Development: Conduct at least one LLD during the year with qualified instructors using current materials.	Train 3% of chapter members.	Train 11% of chapter members.		
Total Achieved				0	0
Total Possible				15	30
Grand Total					
Grand Total				0	

Award Level	Certified By (Lodge Officer)	

The information on this page is the Lodge Performance Measurement system scoresheet the chapters in Colonneh Lodge use to determine their annual performance.

Figure 4



The information on this page comes from a College of Commissioner Science training course called DCS 516 – Succeeding with the Unit Service Plan.

Figure 5



Unit Contacts

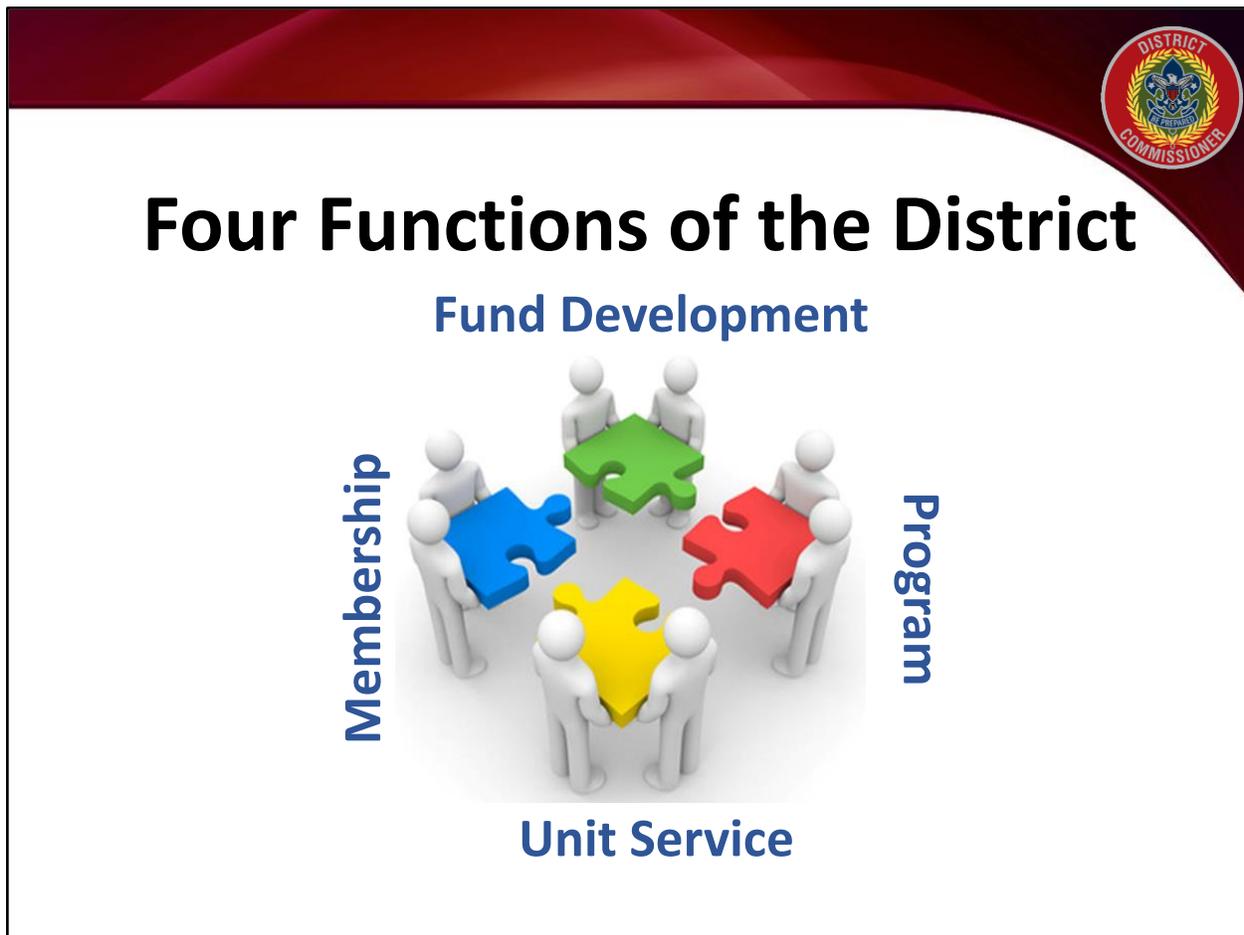
- Visit Unit Meetings
- Unit Committee Meetings
- Phone calls
- E-mail
- Text Message



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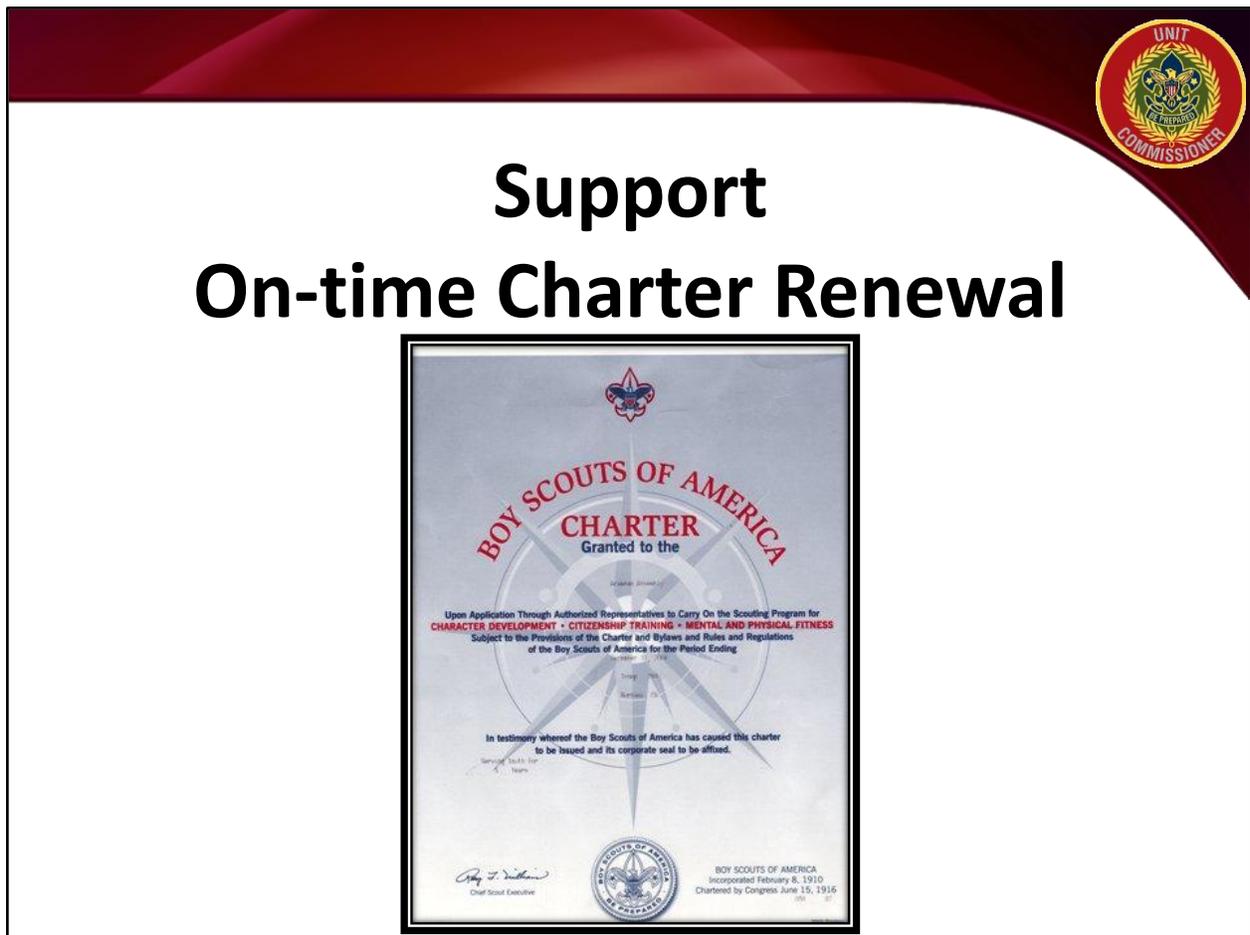
The information on this page comes from a College of Commissioner Science training course called DCS 516 – Succeeding with the Unit Service Plan.

Figure 6



The information on this page comes from two commissioner training courses known as Unit Commissioner Basic Training and District Commissioner Basic Training.

Figure 7



The information on this page comes from a commissioner training course known as Unit Commissioner Basic Training.

Figure 8

LODGE CHARTER RENEWAL

“Each lodge operates under a charter granted by the national council and must apply annually for renewal. The charter renewal kit is mailed to the council Scout executive in October of each year. If you have not seen this renewal kit from your staff adviser, check with the Scout executive! The charter renewal process provides a systematic opportunity for the lodge officers and advisers to review the accomplishments of the lodge during the previous 12-month period.

It is important that the charter review provide an opportunity for officers and advisers to meet with the Scout executive to establish plans and actions for the coming year.

Proper use of the charter renewal process will produce positive results to benefit both the lodge and the council.

Lodge charters expire on December 31st of each year, so the charter is to be renewed on or before that date for the coming year. Next year’s “Lodge Program Support Pak” information will not be sent until a lodge charter has been renewed. Orders for supplies, literature, and Founder’s Award and Vigil Honor petitions will not be processed for a lodge whose charter has expired. A dropped charter may be reinstated by paying the current year’s charter fee and submitting the required information to the national office. Fillable Vigil Honor and Founder’s Award petitions are available for download at www.oa-bsa.org/resources/forms. A sample charter renewal application and charter renewal timeline are provided in the Appendix.”

The information on this page comes from page 87 of the *Lodge Adviser’s Handbook* published by the Order of the Arrow.

Figure 9



Renewal Process: 60 days after



Charter presentation

The image shows a man in a Scout uniform, identified as a Unit Commissioner, speaking at a podium. He is wearing a light-colored uniform with a neckerchief and several patches, including one with the number '28'. The background is a wood-paneled wall. The entire scene is framed within a red banner at the top of the slide.

The information on this page comes from a commissioner training course known as Unit Commissioner Basic Training.

Figure 10



Assistant Council Commissioners

Asst. Council Commissioner Roles could include:

- Training
- Geographic area service
- Roundtable
- Recharter
- Other?



The information on this page comes from a commissioner training course known as District Commissioner Basic Training.

Figure 11

“THE ROLE OF THE COUNCIL COMMISSIONER

The role of a council commissioner involves just five things: • To **envision** what effective unit service in a council will look like and what goals must be accomplished during their term of service to fulfill that vision.

- To **represent** volunteers and Scouts to the council’s executive board, executive committee, and its professionals.
- To **recruit** assistant council commissioners and an adequate number of other administrative, roundtable and unit commissioners to provide effective unit service.
 - To **retain** commissioners and units (ensuring commissioners are given assignments that fit well with their passion, potential, and priorities and recognizing their achievements and that units receive effective service to support retention).
 - To **enable** commissioners to be successful (including ensuring commissioners complete onboarding, and training, are given assignments that are a good match for their passion, potential and priorities, are provided with a clear definition of success and are recognized for their achievements).”

The information on this page comes from the council commissioner portion of “Commissioner Manuals and Resources” published by the Boy Scouts of America on their webpage.

Figure 12

Lodge Commissioner Job Description

Description: Serves as an assistant council commissioner to provide commissioner service to Colonneh Lodge.

Length of Term: One-year term. Terms begin on January 1 and conclude on December 31.

Goal: To provide a quality Scouting program within Colonneh Lodge through commissioner service, to ensure that Colonneh Lodge meets the annual goals of the Order of the Arrow, and to earn a high performing level through the Lodge Performance Measurement System.

How Selected: Appointed by the council commissioner with approval of the Scout executive.

Reports to: council commissioner. The lodge commissioner is not a formal member part of the lodge's key three team, but he or she works alongside them.

Responsibilities:

- Serves as a member of the council commissioner team
- Attends the following meetings:
 - Council Commissioner Meeting (monthly)
 - Lodge Key Three Meeting (monthly)
 - Lodge Executive Committee Meetings (every other month)
 - Council Coordinated (tri-annually)
 - Key Leader's Conference (annually)
- Attends the following events:
 - College of Commissioner Science (annually)
 - University of Scouting (bi-annually)
 - Lodge Leadership Development (annually)
 - Lodge Annual Banquet (annually)
 - Arrowman's Bash (annually)
 - Fall Pow Wow (annually)
 - Colonneh Lodge Days of Service (as scheduled)
 - Colonneh Lodge Induction Weekends (as scheduled)
 - Section Conclave (annually)
- Maintains training standards at all times (e.g., youth protection, position-specific).
- Sets a good example of Scout spirit by wearing the Scout uniform properly.
- Makes sure that the lodge leadership monitors the status of membership (BSA and OA) and the payment of dues to the Order of the Arrow.

- Makes sure that monthly presentation of council promotions, program ideas, plans, and materials, etc. occurs (usually via lodge executive committee).
- Reviews the list of chapter personnel, contact information, meeting dates, times and locations published on Colonneh Lodge's portion of SHAC's website.
- Assists the lodge leadership with their charter renewal plans so that the lodge recharter on time and with optimum membership.
- Promotes the use of the Lodge Performance Measurement Program and ensures that the lodge as a whole strives to earn the level of high performing.
- Ensures the health of chapters as well as the lodge as a whole.
- Resolve lodge and chapter problems with help of the district commissioners up to the point that council personnel must get involved.
- Sees that necessary records are maintained and makes sure that regular evaluations are conducted within the lodge.
- Supports local and national Scouting policies.
- Actively participates in lodge events on a regular basis.
- Maintains contact with the lodge at least twice monthly and documents strength and needs in order to track progress toward the lodge's objectives.
- Pursues further commissioner education by completing training through the college of Commissioner Science, the Philmont Training Center, etc...
- Assists the lodge leadership by auditing the lodge's portion of the council's website.
- Reports on the status of the lodge in the monthly council commissioner meeting.
- Understands the basic operations of the council and district. Helps the lodge conduct a membership inventory of youth and adults.

Attributes: Knowledgeable about the Order of the Arrow, great communicator, project management skills, problem solver, motivator, mediator, listener, self-starter, unbiased, non-judgmental, patient, keep confidences, calm, passionate, tactful, reliable, instructor, positive attitude regarding all levels of Scouting, respected by fellow volunteers, knowledgeable about Scouting, experienced Scouter.

Resources:

- Online resources on oa-bsa.org, scouting.org, shac.org.
- Face-to-face training such as: Developing Youth Leadership Conference, Lodge Leadership Development, National Leadership Seminar, National Order of the Arrow Conference, Section Conclave, and Philmont Adviser Training (among others).
- Printed publications such as *Chapter Operations Guide*, *Guide for Officers and Advisers*, *Guide to Inductions*, *Guide to Unit Elections*, *Lodge Adviser's Handbook*, and *Order of the Arrow Handbook* (among others).