



COLLEGE OF

COMMISSIONER SCIENCE

ADMINISTRATIVE HANDBOOK

MARCH 15, 2023 REVISION

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Lifelong Learning

Learning is a lifetime activity. As commissioners, we must continually adjust our skills to provide a more valuable service to our units. Therefore, commissioners should view learning as an important part of their Scouting lives—every month, every year.

Commissioners have written this curriculum for commissioners. Attend any college in the United States and you will find the same courses, objectives, and teaching methods. The information within this handbook is offered as a guide for your council to help you adequately provide your council's commissioners with an opportunity to enhance their skills with the most up-to-date information in order to serve their units.

Introduction

As with any task, the first step is to become familiar and educated on the subject and then learn the operations. Therefore, it is advised that you read and review all sections of this College of Commissioner Science Administrative Handbook to obtain a good overview about a college and its structure.

It is recommended that you, and members of your team, attend a college of commissioner science and talk with the college dean/chancellor and the staff to learn as much about the process as possible. It is a good idea to request copies of their planning and operation documents. Examples are: the college catalog, registration forms, marketing information, and items used by the registrar. Attend several of the classes and take note of instructor techniques and materials available. Register for the classes if you want course credit. Have a meeting with your staff upon the return to your council to share this information, and to make decisions concerning your college.

What is a College of Commissioner Science?

The college of commissioner science is an annual training event for registered commissioners. It is an opportunity to have a continuing education experience in a college environment. It helps the commissioner stay current in policy, techniques, and application of commissioner service to units.

In many councils, the college borrows the structure and terminology from higher education institutions. The college will have Deans/Chancellors, Assistant Deans, Instructors, a Registrar, and designated curriculum for undergraduate and graduate degrees. However, the format of the college may be adjusted to a conference style or a half-day training event as your resources allow.

The college has a suggested four-year curriculum format in unit service training for all commissioners. There are three degree program levels:

- Bachelors: First-year participants
- Masters: Second-year participants
- Doctorate: Third and fourth-year participants. The third-year is the candidate for Doctorate program.
- Continuing Education certificate

The commissioner college program is standardized by the BSA. The Doctorate degree and the Doctorate of Commissioner Science Knot Award are two separate recognitions. The award has additional requirements that must be met in addition to the course work (see prerequisite requirements on page 6). To assist participants in tracking requirements, a progress record form is available on the national commissioner website.

Why Do Commissioners Need the College?

The mission of the commissioner is to help the unit succeed and the way to accomplish this mission is through education and practical learning experiences. Just as every Scout deserves a trained leader, every unit deserves a trained commissioner!

An effective commissioner is a trained commissioner. Training materials are being updated on a routine basis. Therefore, to stay up to date, commissioners should view learning as an important part of their entire scouting lives.

Even though updated training materials are available on the BSA Commissioner Training web page, holding a college gives commissioners the opportunity to interact with other commissioners, and a better understanding of the material during a group discussion.

The college provides in-depth knowledge of the essential aspects of the commissioner's duties and responsibilities. The final result is a stronger and more knowledgeable commissioner corps serving units.

The College offers the opportunity to:

- Learn the information essentials to provide the best service to scouting units
- Provide fellowship amongst the commissioner corps
- Reinforce and expand on the lessons learned during previous training
- Provide updates on commissioner service and scouting

National and Local Council Courses

As facilitators and trainers for this curriculum, we are charged with representing the BSA and delivering this national material. To stay consistent across the country, the content of the training should be delivered as designed and written. Therefore, the materials on the BSA Commissioner Development CCS webpage are provided in a read-only format to support uniformity of content. This ensures the same message is delivered as we provide a unified approach to unit service. Consistent delivery also assures fair reciprocity (the transfer of coursework between colleges of commissioner science in different councils/host groups) in the work toward a degree or award. This consistency is just as important, if not more so, with the challenges of virtual colleges.

This guide helps to maintain consistency from one college to another while allowing each college to maintain its own character and identity.

Bachelors Courses	
101–199 National courses	201–299 Local council courses
Masters Courses	
301–399 National courses	401–499 Local council courses
Doctorate Courses	
501–599 National courses	601–699 Local council courses
Continuing Education	
701–799 National courses	801–899 Local council courses

The national course numbering system start with “odd numbers” and the local council numbers start with “even numbers”.

Councils may offer additional local courses to address specific topics of interest for their area **and are authorized to develop meaningful content that is relevant to improve Unit Service in their area.**

The Commissioner Development Team is always interested in new content. If a council has developed a course that would be of interest nationally, please forward it to them for consideration (see link below).

A continuum of learning with connecting courses has been built into each degree program.

Click here for: [CCS Learning Continuum 2023.pdf](#)

All courses will offer an opportunity to all types of commissioners to obtain a wide range of information, knowledge, and skills. All commissioners should select courses that will help them fulfill their job to the best of their ability regardless of topic and title.

For example, the roundtable courses are beneficial to all commissioners, and provide training specific to roundtable commissioners and staff. The curriculum also emphasizes the roundtable's integral connection to unit service, and explores all aspects of roundtable, from planning to execution. For more information about Roundtables as unit service see Roundtable Resource Page [Roundtable Support | Boy Scouts of America \(scouting.org\)](https://www.scouting.org/roundtable-support/)

Another example is how the unit and administrative courses benefit the roundtable commissioner as well, helping them develop skills that will benefit them and the units they serve. A roundtable commissioner should know how to link units to district resources and can develop that skill in non-roundtable courses. Many of the courses build upon each other to increase the knowledge level of all commissioners year after year.

The Bachelor Program consists of courses that build upon commissioner basic training. Basic training should be completed before beginning the bachelor's degree program. The courses cover some of the same topics but they are all covered more in-depth and with more student interaction. Councils may also allow prospective commissioners to attend, providing an opportunity to see the additional training available and learn more about their position.

The Master's Program offers more advanced courses. These courses will be most beneficial to more experienced commissioners. Again, many of the topics are familiar but are explained in more detail with more student interaction.

The Doctorate Program provides advanced coursework and requires participants to write a thesis or complete a project related to unit service. The thesis or project affords commissioners an opportunity to apply what they have learned through the college to their duties as commissioners and expand the knowledge base of unit service as a whole. Councils should post completed projects and papers on their website so that other commissioners can review them.

The Continuing Education curriculum was created to encourage commissioners to continue their learning so that they can build upon their skills and knowledge base. In addition, the council can offer some locally produced content, addressing unique and specialized topics.

The local council determines the degree courses offered, and councils have the option to add courses or discussion panels on topics that are related to commissioner service in their area. While each council can substitute or add classes of a local need, the degree requirements for the prerequisites and the number of courses at that degree level must be met, and they are commissioner-related courses.

Offering standard courses eliminates issues when transferring course credits to other colleges or applying for the Doctorate of Commissioner Science Knot award. Note that the knot award has additional requirements beyond the Doctor Degree of Commissioner Science.

Click here for: [Doctorate and Knot Award Guidebook 2022](#)

Click here for: [DCS-Knot-Personal-Tracking-Record](#)

Click here for: [Doctorate of Commissioner Science Knot Award-fillable.docx](#)

NOTE: A person may participate in the college without having the prerequisites, but no degree will be awarded until all of the requirements are met. It is the responsibility of the student to provide the chancellor with the necessary proof of completion to be credited with the appropriate degree.

Anyone who has not fulfilled the prerequisites required of a degree at any level may take any additional courses, but cannot receive the degree until the prerequisites have been satisfied. **Only currently registered commissioners can receive a degree at any level.**

Types of Commissioner Colleges

There are three types of colleges and the type is dependent on the size of the council or councils and the extent of the geographic area.

The Single Council College

A single council may offer the college when it is large enough to support sufficient staff and instructors as well as a population from which to draw students. Each district contributes staff and instructors and promotes student participation. It can offer the full range of required classes for each degree and can easily be held in one day or two days without the necessity of long distances to travel and the cost of a motel room.

A medium or small council can also sponsor a college, but the determining factor is the availability of qualified staff and instructors across the entire college curriculum. The student population may also be a limiting factor.

Cluster of Councils' College

Nearby councils form an alliance to pool their resources and conduct a college with a more extensive curriculum. The responsibility of the host council may be rotated among the participating councils. The advantage to this approach is that pooling resources allow for a fully qualified staff, instructors, and many students. The disadvantage is that the non-host participants may have to travel greater distances and have the added cost of food, gas, and lodging. Most commissioners would like to attend colleges rotated among the councils rather than having a permanent location.

Hybrid or Virtual College

Whether to hold a college of commissioner science (CCS) in-person, virtually, or in combination (hybrid) is becoming an increasingly important and difficult question. Most CCS leaders seem to prefer the in-person experience because of the unique ability to form and renew friendships as well as learn from others between classes. It is part of the fun of being a commissioner.

There are times, however, when a virtual or hybrid college is a better plan. Remote learning is now preferred by many potential participants while others prefer in-person opportunities.

Participating councils may be widely dispersed geographically. Using electronic technologies can be helpful. This college type can bring together people from multiple councils across a large geographic area without anyone leaving their home council. Using "Webinars," "Go To Meetings", "Zoom", or other types of web-based meeting programs to conduct a college remotely is a possibility. With a council acting as the hub, you can conduct several classes simultaneously at multiple sites. If one site has an expert on a topic, control of the class can be shifted to this alternate location. This method will allow small and remote councils to receive the full benefit of the college curriculum.

Click here for: [Planning-a-Virtual-College-of-Commissioner-Science](#)

Click here for: [Hybrid College of Commissioner Science](#)

College Schedules

Schedules

Click here for: [CCS Schedule Sample-1.docx](#)

Click here for: [CCS Schedule Sample-2.xlsx](#)

College schedules can be one-day, two days, or multiple days. The selection is based on the size of the facility, instructor availability, and course curriculum.

One Day

The one-day format is used when the chosen facility is large enough to accommodate multiple (4-10) classrooms so that many simultaneously conducted classes can be offered per each

scheduled period. A full college curriculum may be offered. It also means that the College has sufficient qualified instructors. This format could also be used for partial or limited curriculum colleges. It can be modified to meet the particular college's needs. This particular college will most probably be conducted on a Saturday.

Two Days

This format will use a full day and a partial day. The full day is usually a Saturday with the partial day being either Friday evening or Sunday morning. The advantage of this format is that more class periods may be available or additional activities can be planned. Another advantage is that the student can take enough classes to qualify for a degree as well as take classes for credit toward the next degree. The disadvantage would be for students who have to travel long distances to attend the college. It requires the students to obtain lodging in the local area. The one-day schedule can be used for the Saturday activities with the possibility of adding a social event or cracker barrel on Friday evening or continuing classes on Sunday.

Multiple Day

The multi-day event, for example, two evenings and two mornings, can be used for councils that have a large geographic area or for councils who want to accommodate commissioners based on work, travel and religious beliefs that might make a one-day college difficult to attend.

Junior College

A junior college is a commissioner college that offers a half day of classes (for example three class periods) held on a weekend morning or offered during an evening. This type of college is not as formal as a traditional commissioner college, but, held once or twice during a year it will keep commissioners engaged and trained without consuming an entire weekend. It will also allow commissioners to begin a degree, or continue moving toward or completing their degrees. Councils could hold a full commissioner college and then follow that up several months later with a junior college so the commissioners working on degrees can finish and new commissioners can begin.

Single Course

Offer a single course, for example at a district commissioner meeting, or after a roundtable, where a timely and relevant topic can be addressed.

College Scheduling

Setting the initial date and other key dates for commissioner college and is one of the easiest steps for most councils, especially if there is a history in that council of holding commissioner colleges. For councils starting their first commissioner college, there are some considerations when setting the date.

Are there other events in the council that could conflict with the availability of a particular date or location to hold the commissioner college?

Are there events in adjoining councils that could limit the number of participants on that particular date?

Backdating Timeline Tool

One of the most important steps when planning your council's commissioner college is using a backdating timeline. This timeline starts on the day that the commissioner college is scheduled to take place and is used to determine what needs to be done and when prior to the day of the commissioner college.

Following this type of timeline will ensure you will have all the supplies, food, approvals, and faculty members needed to have a successful college. It is important for you to personalize the back dater to your own college needs. Add all the program items, critical dates, and meeting dates to the back dater to have everything on one document.

Click here for: [CCS Sample Planning Guide-Work-Schedule.pdf](#)

Click here for: [CCS Sample Backdater.xlsx](#)

College Faculty and Staff

Staffing is divided into three main functions: administrative, instructional, and support. See the "Typical Job Descriptions" subfolder for additional information. Each council decides which of these positions is necessary to facilitate the college.

Click here for: [CCS Job Descriptions](#)

Chancellor

The chancellor is the president or chief administrative officer of the college. In some councils, this person also functions in the role of the College Dean.

College Dean

The dean of the college is responsible for selecting all of the college staff. This is one of the most critical items for the dean. The dean selects the program deans, registrar, and any other support staff needed.

College Registrar

The college registrar is responsible for the records and registration of all attendees at the college, safeguarding the records of course completion, certifying courses completed to ensure proper acknowledgment of a degree or participation, preparing, and awarding the appropriate certificates, and performing other duties of an administrative nature assigned by the college dean.

In addition to these records, this person could maintain progress on thesis and projects toward the Doctorate Degree within their own council.

To ensure accurate records, create an attendance sheet for each class period. The instructor or helper will be able to take attendance and report back to the registrar for an overall attendance record. This in turn gives valuable information for a transcript issued at the end of the college.

A college transcript should contain at least the following information: Title and date of the college, participant name and BSA ID#, classes attended, and if a degree was earned.

Click here for: [CCS Certificates.zip](#)

The Dean's Cabinet

The dean's cabinet is an administrative body, which is responsible for the overall management and administration of the college, with the college dean as the chair. This group provides policy, guidance, and direction for the operation of the college. Members may include all degree deans, the council commissioner, the professional liaison, and support staff chairs. The dean's cabinet also has the responsibility for final decisions in academic matters.

The professional liaison represents the council to make sure that the policies of the Boy Scouts of America policy are followed.

The college dean should schedule multiple meetings of this cabinet, and provide the meeting agenda for each.

The Program Deans

These deans are responsible for picking the courses for their program and the faculty to instruct those courses. There may be a dean for the bachelor, master, doctorate, and continuing education programs courses. The program deans need to mentor their faculty and review their preparations for the courses.

Availability of Deans during College

Deans and assistant deans should not be scheduled as instructors, and only be utilized in that capacity should an instructor is unable to attend.

- Have the deans and assistant deans in strategic locations throughout the college.
- During the orientation and opening remarks, let the attendees know where they can be found, such as the dining area, near the coffee pot, or the administrative area.
- They can assist participants in finding their next classes.
- They should be readily available to address the immediate concerns of the participants throughout the event.
- They are encouraged to observe and audit classes to ensure they are going well. This helps identify any problems or hazards before they become serious issues.
- They can also be utilized in other administrative functions.

Faculty

This includes the instructors and classroom assistants as chosen by the program deans. The instructors must have knowledge of the subject matter and excellent presentation skills.

Support Staff

This group includes several departments: college faculty, technical support, marketing and advertising, food service, and ceremonies.

College/Facility Staff

Technical support is important to ensure that all electronics are operating properly. It is useful to have someone employed by the facility to be on-site and oversee the facility and equipment during the event.

Technical Support Staff

This is a very important position and requires the team of volunteers to become acquainted and work with the facility staff. Responsibilities include working with the facility to obtain approval and instructions for both Internet access and computer or projector needs. They have the huge responsibility to make sure all is in good working order prior to and throughout the college.

Food Service Coordinator

There are typically three options: hire a catering service, pick up or have prepared food delivered, facility food service, or establish a food preparation and serving committee. Consider the cost and convenience of each type of food service. Catering handles all preparation, serving, and clean-up, but it can be expensive. The pick-up or delivery option is less expensive and less work.

Doing it all yourself may be less costly but requires more planning and labor. If you elect to establish your own food preparation and serving committee, then you need to start planning all aspects of the job as early as possible. This could include arrangements for a food handling license/permit. Start the process by getting an estimate from the registrar on how many people are expected including students, guests, staff, and instructors. Then plan the menu for the number of people and days that the college will operate. The key planning points are breakfast period, lunch, afternoon snacks, and maybe a dinner meal. Ensure that health codes are followed when preparing on-site. Also, consider the variety of dietary needs (allergies) that need to be accommodated.

Arrangements and approvals regarding food preparation need to be made with the facility in advance. Some venues may require a specific vendor for food.

Curriculum

Creating the College Catalog

NOTE: Set up the registration process prior to a general announcement. The college catalog provides the student with detailed information about the college, the staff, and courses provided with the description of each course. The catalog should be available in both electronic media via either the council or college website as well as in hard copy. Encourage the use of the internet for registration, as well as downloading the catalog. The hard copy version needs to be available for walk-in registration if permitted. Examples would be at the council service center, commissioner meetings, and/or roundtable meetings.

Click here for: [CCS Catalog Contents Recommendations-2023.pdf](#)

Click here for: [CCS Course Catalog Descriptions-2023.xlsx](#)

Instructor Preparation

NOTE: Each course within the college of commissioner science curriculum is available to download at <https://www.scouting.org/commissioners/training/>.

Within each of the degree curricula, bachelor, master, doctorate, and continuing education, there is a set of “Zip” files for every course containing the information as follows:

Course Plan: The Course Plan provides the instructor with proven methods of engaging the participants using in-person and virtual options. The plan includes materials needed for the class such as handouts, activity cards, chart pad, digital projector, laptop, printouts, resources, and support materials. Connections to other CCS courses are also included. The course plan follows the learning objectives which each section timed accordingly.

PowerPoint presentation: Each course has a PowerPoint presentation. To ensure consistent delivery, national course materials are intended to be presented as written. Printing options can be found at: [Opening-Printing-College-of-Commissioner-Science-PowerPoints](#)

Teaching Methods

Instructors should use a variety of teaching methods during a college course session. Course plans are provided so that the instructor knows what information to cover in the presentation.

Teaching methods used may include whiteboards, chart pads, discussion groups, buzz groups, role-playing, games, and case studies. Most courses should be interactive and involve the student.

Class Activity

Each course follows the EDGE method with an activity that has been created to support the course content.

Class Sizes

Class sizes are a function of how many classes you are going to offer, the size of the rooms available and the number of students enrolled in a particular class. If you have enrollment for a class that exceeds 25, consider offering the class in two or more time slots. Large classes are not conducive to the learning environment.

Small classes foster greater interaction among the instructor and participants but consider dropping a class if very few people are registered.

Instructor Meeting

The degree deans need to hold a meeting of the instructors and assistants to answer any questions concerning the course material they have prepared. The classroom operating procedures need to be reviewed, as well as individual course materials and classroom needs are determined. The dean is to verify with the support staff that these needs have been or will be in place prior to opening day.

It is important to hold a meeting immediately prior to the start of the college. This is to share any reminders or handle last minute issues.

Additional Considerations

The Opening and Closing Ceremonies

As with any Scouting event, opening and closing ceremonies are extremely important parts of the event. They can make the difference between a well-remembered and great event, and an event plagued with disaster. At the opening ceremony, one of Scouting's long-held traditions has been the flag ceremony. Scouters, Eagle Scouts, a troop that has agreed to provide support, or even a community service organization such as the American Legion or the Veterans of Foreign Wars can conduct this. Both the opening and closing flag ceremonies need to be done as professionally as possible and in full uniform.

It is your option to have a keynote speaker at the opening ceremonies to set the tone, or perhaps during lunch, as you feel appropriate. At the closing ceremony, as a means to promote attendance at next year's commissioner college, announce the dean for the college, if the decision has been made.

Facility Requirements

Click here for: [CCS Sample Facility Selection Criteria-2023.pdf](#)

The college classes need to be presented in a clean inviting facility that can adequately support the needs of the college activities and for participants, staff and invited guests.

The criteria can be modified to fit the needs of your college requirements. Internet and telephone service are critical. Each room needs to have sufficient electrical outlets/power supply to support the electrical equipment.

The next critical requirement would be to have a laptop computer, computer projector, or a large screen monitor, and a good sound system with microphones.

Classrooms should also have either whiteboards, blackboards, or standup easels for writing down student ideas and discussion points.

Other considerations include

- facility location
- parking
- enough classrooms to fit the course schedule, and a large group meeting area
- support food service
- environmental controls
- sufficient electrical outlet power

Classroom requirements can include student desks or tables and chairs, small tables for electronic equipment with a display screen of some type (standard school screen, whiteboard, paper screen, or large monitor).

The large group meeting area needs to accommodate all participants, staff, and guests. It should also have a speakers' platform or podium, and a good quality microphone and sound system.

Promotion and Marketing

Promotion and Advertising - PROMOTE, PROMOTE, PROMOTE

As with any council training activity, the commissioner college must be marketed so that the event generates interest and creates a desire to attend the event. To generate a large group of attendees, there is no such thing as over-promoting the event.

- Suggested methods of promotion – determine which will be productive in your council
- Announcements and handouts at roundtable and commissioner meetings
- Brochure or flier for the commissioner to share with those interested in joining the corps
- Electronic announcements via email, council newsletter, or social media.

- Email information to commissioners and unit leaders
- Invitation to neighboring council commissioners to share with their team.
- Request a listing on the national webpage of upcoming colleges:
<http://www.scouting.org/scoutsource/Commissioners/training/Colleges.aspx>
- Personal invitation by phone
- Separate section on the council website

All promotional materials for any event have similar goals in common – they seek to generate excitement and a desire for the viewer to make a conscious commitment to do what is being offered to them. All promotional materials should contain images, a summary of what is being offered, contact information, and how to register for the event.

Creating promotional literature for your commissioner college

Be careful when selecting fonts to use in promotional materials. The font(s) used in promotional materials should be clean, easy to read, and when used as a heading, of a color that is bold but pleasing to the eye. For more information on the preferred fonts for scouting publications, download the BSA's current edition of the "Brand Identity Guide" at:

<https://scoutingwire.org/bsa-brand-center/brand-identity/>

Care should also be taken to comply with the "Language of Scouting Guide."

<https://www.scouting.org/resources/info-center/los/>

Using electronic media – Internet websites and social media

These methods have opened new avenues that can be used to promote your council's commissioner college. Unlike mailings and e-mail messages, social media and websites have a reach far beyond what was regarded as the "traditional" target group. The Internet has now made it possible for anyone and everyone globally to access any information on your event published on the web. Social media sites have multiplied in recent years, with the most popular being Instagram, GroupMe, Facebook, Twitter, LinkedIn, and Pinterest. Some allow creating a webpage, while others only share messages.

When creating a page on any social media site, the national council's marketing division requires that the page be moderated constantly for inappropriate comments, any comment that suggests a sexual abuse issue be reported to the council's Scout executive, and to qualify as an "official" page, the site must have multiple moderators (these are those responsible for the content of the page) and one of the moderators must be an official staff member.

Financial Considerations

A budget needs to be created. Income needs to balance expenditures ensuring that there is a cushion for unexpected costs or situations. After a preliminary budget is created, the cost for registration can be set.

Income

- Registration Costs Decisions:
 - staff registration costs may be less than participants
 - early registration cost may be less than regular cost
 - costs with and without lunch/patch/any giveaways

Expenditures

- Cost of facility rental
- Facility cancellation, in unexpected situations
- Food costs
- Clean up costs
- Supplies for presentations
- Gifts for speakers
- Patches
- Neckerchiefs for doctoral and fellow degrees
- Diplomas and frames
- Nametags for staff
- Signs for instructional rooms, registration, and other areas
- Extra table rental, if needed
- Lunch for guests to event
- Other meals for out -of -town guests
- Printing

Evaluating the College

Feedback is an important part of determining the success of the college. These surveys help evaluate the training received as well as the overall college experience. Although this seems to be a common-sense issue, it is important to remember that valuable insight can come from the faculty and staff that operated the commissioner college to go with comments from the participants.

As a part of the planning for the college, the college chancellor, deans and faculty should identify not more than 25 questions they wish to ask on up to three unique surveys prepared for the participants, faculty, and staff.

Compiling the answers to these evaluations will help determine what went well, and what can be improved for the next college.

Click here for: [CCS Evaluating the College-2023.docx](#)

Feedback on Curriculum

Commissioners are encouraged to provide feedback on our College of Commissioner Science curriculum and Administrative Resources. If you have suggestions for updates or if you note errors in the material, please share your comments. All feedback is collected by the Curriculum Review Team and is considered for future updates.

Send feedback to: [College of Commissioner Science | Boy Scouts of America \(scouting.org\)](#)

Summary

James E. West, the first Scout Executive was asked in the early days of Scouting to identify the most important needs of the young Scout organization. After some careful thought, Mr. West responded “Training, more training, and still more training.”

Training continues to be the top priority of the Boy Scouts of America today. Commissioners perform an important role in the Scouting program and continuing education for Commissioners should be a top priority of the Council Commissioner. Conducting a College of Commissioner Science is an excellent way to enhance and extend their education.

While the college takes a lot of planning and organization, the dividends are tremendous. Commissioners who understand their responsibilities and have been trained on how to carry out those responsibilities will have more confidence, will be more at ease in meeting with their units, will know how to effectively counsel unit leaders, and will know where to find information. In short, they will be better Commissioners.