

Module 3: Council Officers' and Subcommittees' Roles

Video time allowed

4:03 minutes

Facilitator

Council president or other key council officer with assistance from the Scout executive

Learning objectives

This module

- Focuses on specific responsibilities—including the role of the Key 3, the specific duties of the council executive board, and the duties of each of the various executive board positions.
- Explains how the Scout executive and district chair interact with the board, and how members at large support in board responsibilities and activities.

After completing this module, board members should

- Understand what a Key 3 is and its role in the council.
- Have a working knowledge of the specific responsibilities of the council board.
- Understand the role and purpose of the council executive committee.
- Know the responsibilities of each board position and the role of the district chairman.
- Understand how the advisory council and members at large contribute to the success of the organization.
- Understand the working relationship (i.e., how these positions and groups work together to achieve the council's goals).

Materials needed

- Laptop, projector, and screen
- Council executive board handouts or binders—one for each participant—that can be printed in advance locally from the [online appendix](#)
- Whiteboard, flip chart, or overhead projector to facilitate discussion and presentation
- Executive Board Job Profile Templates (see the [online appendix](#).)

Introduction of Module 3

- Explain that this module will provide a better understanding of the various council subcommittees, as well as detailed information on the specific responsibilities of each council officer.
- Then, play the module until the point where the piece becomes interactive.

- Explain the responsibilities of each position on the board.
- Then, click on each position that's appropriate for your specific council, and explain the various responsibilities associated with each. A list will appear to prompt you when you click on the position. We suggest you review each of these in advance for a more polished presentation.
- After the interactive exercise, continue with the module, which explains how these various board positions work together.
- Explain that this module will show the various duties of the different board positions.
- Show organization of sample board structure—with fund development positions.

Discuss the various board positions detailed in this lesson. Review the points on the slide reflecting a function/responsibility of that position.

Show Module 3.

Executive Board Responsibilities

Review the following points with participants:

- Exercise all the powers of the council in the intervals between council meetings. This does not include authority to amend the articles of incorporation.
- Approve plans of the various committees. Detailed analyses of various phases of council operation are made by appropriate committees who then present recommended plan and alternate courses of action to the executive board for decision.
- Select and employ a Scout executive to serve the CEO of the council.
- Appoint, on recommendation of the districts and the Scout executive, the district commissioners.
- Review acts of committees of the executive board.
- Fill interim vacancies in offices or membership ordinarily subject to election by the council.
- Elect additional members at large between meetings of the council.
- Act as a "court of last resort" with the advice and approval of the National Council on questions of local policy and procedures not covered by BSA regulations.
- Coordinate the work of the districts and the various phases of the council program.
- Approve and raise the annual operating budget and revise as necessary.

Review the following points with participants:

- Act on behalf of the executive board between board meetings.
- May not act contrary to action previously taken by the board.

Council Member at Large Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Vote on all council operational policies and procedures.
- Help provide a quality program to all chartering organizations.
- Serve on one or more council committees.

Council President Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Serve as the highest elected officer of the board and the top volunteer leader.
- Serve as a member of the council Key 3.
- Chair meetings of the council executive board and council executive committee.
- Serve as a National Council representative to the National Council and regional committees.
- Coordinate the work of the council executive board and committees.
- Ensure that all committee chairs and their members are trained and coached and they follow through on their assignments.
- Recruit and motivate volunteers at all levels.
- Work toward financial stability and growth of the council.

Council Commissioner Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Serve as a member of the council Key 3.
- Recruit, manage, and train a corps of commissioners through the districts.
- Promote quality program within Scouting units.
- Periodically make district and unit visits.
- Serve with the council president as a National Council representative.
- Ensure that the Unit Visit Tracking System to monitor commissioner service is operational throughout the council and is being used.

Scout Executive Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Serve as a commissioned professional and the CEO/executive director of the council.
- Serve as a member of the council Key 3.
- Act as a secretary for all council committees.
- Hire and supervise all employees of the council, subject to approval by the council executive board.
- Work with volunteer Scouters on all levels to achieve the council's mission.
- Maintain standards in the operation, program, and administration of the council.
- Responsible for executing the decisions of the council within the national BSA guidelines.

Council Vice President Administration Responsibilities

Review the following points with participants:

- Develop and help guide the implementation of the council strategic plans.
- Work with ad hoc ongoing committee projects.
- Is assigned specific duties by the council president, based on the needs of the council.
- Develop and coordinate marketing and communication plans that contribute to strategic goals of the council.
- Working through committee, develop and implement council property and maintenance program, including construction and major improvements
- Assess legal issues and work with the committee to develop a risk management plan.
- Coordinate other subcommittees that are specifically responsible for marketing, property, legal, concerns, strategic planning, risk management, and others as needed.

Council Vice President District Operations Responsibilities

Review the following points with participants:

- Help ensure the integrity of district operations throughout the council and guide district chairs in their accountability for the success of their respective district. Their professional adviser is the Scout executive and/or the professional designated by the Scout executive as staff leader for the council's field staff (director of field service in large councils and field director or assistant Scout executive in other councils).
- Provide support and guidance in following the strategic plan of the council.
- Become familiar with the districts of the councils and their current needs.
- Meet with the district chairs of the council and help guide, counsel, and encourage them to attend and participate in council board meetings.

- Hold district chairs accountable for filling key positions and their recruitment of an adequate number of district committee members.
- Work with your staff advisers to develop recruiting action plans where needed.
- Oversee a district committee training workshop at least annually to train all operating committees and the district Key 3.
- Assist the council president and Scout executive at the annual growth opportunity meeting of the district Key 3 to approve district objectives and work with districts on their annual plan of action to achieve district objectives.
- Report to the executive board on the current state of district operations in the council.
- Preside at regularly scheduled meetings of the council's district chairs or district Key 3 to review district objectives and other key district issues.
- Assist with special district needs and problems as needed.
- Serve on a district nominating committee in districts where the council president believes you could help the district secure their key leadership, helping in the selection and recruiting of a quality new district chair.
- Help the district chairs maintain a good working relationship with their respective district executives.

Council Vice President Fund Development Responsibilities

Review the following points with participants:

- Subcommittees may be divided with a chair of each specific area of responsibility—finance (investment advisory, budget committee, and compensation and benefits).
- Provide support and guidance in following the strategic plan of the council.
- Review the annual budgetary needs of the council.
- Review needs versus fundraising history to develop a realistic budget.
- Help with the prioritizing of expenditures.
- Coordinate the work of the audit committee in consultation with the treasurer.
- Ensure that all financial obligations are met.
- Work with Scout executive in ensuring the nationally recommended compensation and benefits program is in place.
- Subcommittees may be divided with a chair of each specific area of responsibility—fund development (annual campaign, capital campaigns, planned giving).
- Provide support and guidance in following the strategic plan of the council.
- Review the annual budgetary needs of the council to determine the annual campaign needs to be raised through all income sources.
- Review needs versus fundraising history to develop a realistic budget.
- Work to increase endowment gifts and long-range giving programs.

- Work with steering committee on the annual Friends of Scouting campaign.
- Guide the council in determining and raising the necessary funds to meet the obligations as a part of any capital campaign needs.

Council Vice President Membership/Relationships Responsibilities

Review the following points with participants:

- Subcommittees may include a chair of each specific area of responsibility as it relates to educational, religious, and community and civic relationships who reports to the vice president membership/relationships. Councils may also have additional subcommittees that focus on relationships with a specific type of chartered organization or to coordinate a special emphasis, such as Catholic, Protestant, Jewish, or labor relationships.
- Provide support and guidance in following the strategic plan of the council.
- Develop and implement the council strategic membership plan.
- Develop an annual plan to achieve membership growth including unit campaigns, relationship events, and recruitment drives.
- Cultivate and maintain relationships with chartered organizations and other community groups.
- Build working relationship with religious, educational, community, and fraternal organizations.
- Work with the special committee on serving the needs of youth with disabilities.

Council Vice President Program Responsibilities

Review the following points with participants:

- Coordinate the work of council operating committees with program—activities and civic service, advancement and recognition, camping and outdoor program, leadership training, and health and safety.
- Provide support and guidance in following the strategic plan of the council.
- Develop promotional plans for outdoor programs.
- Develop a well-balanced activity schedule for participation by units on a council and district basis, including anniversary celebrations, camporees, field days, etc.
- Promote civic service and Good Turn projects.
- Maintain advancement standards and records.
- Coordinate suggested list of Eagle service projects.
- Ensure all council, district, and unit volunteers complete the appropriate training programs in a timely manner either online or at a scheduled training session.
- Maintain training records and reports.
- Responsible for safe practices, equipment, and facilities in all Scout programming, including council camps and off-site camping.
- Work with the awareness and implementation of key health and safety issues within the council, the districts, and the units.

Council Treasurer Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Ensure proper council fiscal operations.
- Ensure adequate accounting systems are used.
- Report on the council financial status at executive board meetings.
- Oversee the annual audit through the audit committee, normally reporting to the vice president of finance.
- Ensure all required financial reports are prepared on a timely and accurate basis.

District Chair Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- Represent their district on the executive board.
- Responsible for all liaison between the council and the district.
- Report directly to the council president or a vice president of district operations.

Advisory Council Responsibilities

Review the following points with participants:

- Provide support and guidance in following the strategic plan of the council.
- People who are unable to devote time to Scouting on a regular basis, but may serve the council on special assignment or as a consultant in a specific area.
- Attend executive board meetings as available, but do not have a vote.

Any Questions?

- Ask if there are any questions about how the Key 3 functions, or the various roles of the council officers.
- Make sure everyone understands what the Key 3's function is and how it interacts with the district and council and key officers.
- Reference the Executive Board Job Profile Templates and Selecting a Council Commissioner, No. 14-160.

(Estimated discussion time will vary, based on the board level of experience and participation.)