

**GIRL SCOUTS OF THE UNITED STATES OF AMERICA**  
**2011 NATIONAL COUNCIL SESSION/52<sup>ND</sup> CONVENTION**  
November 11–November 13, 2011  
Houston, Texas

**MINUTES**

**MEETING 1, FRIDAY, NOVEMBER 11, 2011**

National President Connie L. Lindsey called the meeting to order at 8:32 a.m. Special guests were introduced.

From the World Association of Girl Guides and Girl Scouts:

Nadine El Achy, Chair of the World Board  
Sapreet Saluja, Deputy Chair, World Board  
Mary McPhail, Chief Executive Officer  
Gabriela Derosa, World Board, Chair of the World Centers Committee  
Natalia Perez Cespedes, Young Woman Representative from Western Hemisphere Committee/Costa Rica  
Sally Elkes, Director of World Centers  
Rebecca Munro, Director of Communications and Advocacy  
Ann Brookes, Director of Fund Development  
Mapi Rubio, World Center Manager, Our Cabaña  
Andrea Boyle, WAGGGS Events Coordinator

From the Girl Guides Australia: Wendy Lewis, Chief Executive Officer

From the Girl Scouts of Japan: Mariko Asano, President

From Girl Guiding UK: Caroline Davis, International Commissioner,  
and Denise King, Chief Executive Officer

From the Olave Baden-Powell Society: Vibeke Riemer, President

Guests were also welcomed from the U.S. Department of State's International Visitors Leadership Program, present from twenty-five nations. Connie Lindsey also welcomed GSUSA Past Presidents:

Patricia Diaz Dennis (2005-2008)  
Elinor Ferdon (1996-1999)  
Connie Matsui (1999-2002)

B. LaRae Orullian (1990-1996)  
Gloria Scott (1975-1978)  
Cynthia B. Thompson (2002-2005)

Former GSUSA CEOs were welcomed:

Frances Hesselbein (1976-1990)  
Mary Rose Main (1990-1997)

Second Vice President Linda P. Foreman assumed the chair.

### **LEADERSHIP MOMENT**

Former GSUSA Chief Executive Officer Frances Hesselbein shared highlights of her tenure as CEO of Girl Scouts of the USA from 1976 to 1990, and reflected upon the leadership principles and values that have been the basis of her achievements.

### **CREDENTIALS REPORT**

National Council Credentials Chair Marisa Tabizon Thompson, a member of the National Board, reported that 1,296 members of the National Council were registered and eligible to vote as of 8:00 a.m., November 11, 2011.

**MOVED by Marisa Tabizon Thompson, and seconded, THAT the registered members of the National Council reported here stand as the official roll of the voting members of this National Council Session.**

**By unanimous consent, the credentials report was adopted as the official report of the National Council members eligible to vote.**

### **STANDING RULES**

National Secretary Linda Mazon Gutierrez called attention to a typographical error in Rule 9.B. found on page 58 (The word "beginning" needs to be inserted between the words "found" and "on" so that the text would read "beginning on page 58"), it was **MOVED by Linda Mazon Gutierrez, National Secretary, and seconded That the Standing Rules for the National Council Session be adopted as corrected.**

Votes in favor: 1,225

Votes opposed: 11

**There being at least two-thirds in the affirmative, the Standing Rules were adopted as corrected.**

Note: The Standing Rules, as adopted, will be attached as an addendum to the official minutes.

## **PROGRAM**

**MOVED by Linda Mazon Gutierrez, National Secretary, and seconded, THAT the Program of the Girl Scout National Council Session/52nd convention be adopted as presented.**

Votes in favor: 1,209

Votes opposed: 9

**There being a majority of votes in the affirmative, the *Program* was adopted as presented.**

Note: The Program as adopted will be attached as an addendum to the official minutes.

## **PROPOSAL 1**

**MOVED by Ann Marie Horner, Board Chair of the Girl Scout Council of Central and Southern New Jersey, To adopt Proposal 1, as presented in the *Workbook*. By majority vote, Proposal 1 was adopted as amended as follows:**

(Blue Book policy)

### **Girl Scout Council Authority and Responsibility**

Within the terms of its charter, a Girl Scout council shall have the authority and responsibility to: provide and safeguard the Girl Scout program, build an organization to serve its membership, secure and direct personnel, extend membership opportunities to all girls within its jurisdiction, finance its work, and develop its community and public relationships. *A Girl Scout council shall not have the authority to establish any form of local council membership dues; however, Girl Scout councils may charge an annual council service fee for girl members, not to exceed the amount charged by GSUSA for annual membership dues. A Girl Scout council shall not use membership dues collected from girls and adults registering with GSUSA through the council as a source of investment income. The local council shall be accountable to the National Board of Directors of Girl Scouts of the United States of America for proper exercise of this authority.*

*Local  
service  
fee*

**Proviso: Effective beginning FY2013**

Votes in favor: 837

Votes opposed: 418

## **STEWARDSHIP REPORT**

The 2008-2011 *Stewardship Report* was distributed to members of the National Council in advance of the Session. Triennial accomplishments were presented by National President Connie L. Lindsey, CEO Kathy Cloninger, and Treasurer Joan Wagnon. A six-year retrospective opened the presentation, providing background on success of the Core Business Strategy adopted in 2005. Highlights for the current triennium were shared as indicated below.

### **Program:**

- GSUSA completed Girl Scouts' new national program portfolio for girls.
- In partnership with Dove, GSUSA developed the third Journey series, *It's Your Story-Tell It!*, Now every age level of Girl Scouts has a comprehensive program: three Journeys – on community service, the environment, and self esteem.
- The *Girl's Guide to Girl Scouting* was also published, which honors Girl Scout legacy and traditions, and updates the national program to make it relevant for girls in the new century.
- In the redesign of girl program, fifteen new measureable outcomes were developed for girls. Now that the National Program Evaluation System, to check our program's progress for girls, is in effect, GSUSA is continually working with councils to simplify and improve how to measure the advantages that girls get out of Girl Scouting.

### **Governance**

- Restructuring of Girl Scout councils began in 2005, and final council mergers were completed in the spring of 2010. As a result of the realignment, there are now 112 high-capacity Girl Scout councils.
- Girl Scouting is more unified, with a stronger Movement-wide voice. Council satisfaction surveys in the last several years show that councils are more confident in their partnership with GSUSA.

### **Volunteerism**

- In collaboration with councils, GSUSA developed the Single-Entry System, SES, a centralized, online way to bring in and retain volunteers. Adult volunteers have similar pathways for participation as do girls such as camp, events, series, troops, travel opportunities, and virtually.
- GSUSA rolled out Girl Scouting 101, a 45-minute, self-paced online orientation for volunteers, to complement the Journey adult guides, the *Girl's Guide to Girl Scouting*, and other volunteer materials.

### **Brand**

- GSUSA worked with ad agency Lowe & Partners, to research how girls, parents, and the general public perceive Girl Scouts. As the new brand strategy has been shaped this triennium, GSUSA launched a national multicultural campaign, "What Did You Do Today?"
- Launched the summer of 2010, the brand campaign has exceeded every metric set for it – dollar value of donated media, impressions, and market penetration. Equal

success has been achieved with the Hispanic campaign, "Real Life Experiences." The pro bono placement goal for "What Did You Do Today" was \$30 million, and GSUSA nearly doubled that. Coverage included PSA billboards in 10 airports, and the PSA was shown in 148 movie theatres for three months.

- A key GSUSA initiative is to help the public see the Girl Scout Gold Award as equal to Boy Scouts' Eagle Scout rank. GSUSA rolled out a campaign to alert every college admissions office, every employer, every parent and every girl, to the honor that the Gold Award represents.
- Field work for a landmark research study on the long-term effects of Girl Scouting in the lives of women is now complete. The full report will be released in January 2012.
- GSUSA is declaring 2012 to be the Year of the Girl as an umbrella theme for the 100<sup>th</sup> anniversary. During the year, GSUSA will begin a multi-year initiative to transform American leadership by developing and encouraging the leadership potential of our nation's girls.

### **Fund Development**

- In conjunction with the 100<sup>th</sup> Anniversary, GSUSA has been preparing to launch a major fundraising campaign. "Culture of philanthropy" pilots were achieved with 30 councils, and GSUSA developed online tools to help councils assess their strengths in fund development, and set nationwide "best practices" standards.
- A Council Campaign Operations Group was appointed, charged with developing a coordinated GSUSA/council approach to fund development throughout the Movement.
- To celebrate our 100<sup>th</sup> Anniversary, GSUSA and councils are going to raise \$1 billion in five years. Towards this goal \$100 million will be raised by GSUSA and \$900 million by councils.
- Ninety-five Girl Scout councils have signed our Campaign Partnership Agreement and have submitted Campaign goals.

### **Membership**

- The membership turnaround for the year ended September 30, 2011, was a major highlight.
- This fall, preregistration for the new Girl Scout year was up nine percent over where we were at the same time in 2010.

### **Core Business Strategy Refresh**

A refresh to the Core Business Strategy, adopted in 2011, focuses on four priorities in moving ahead:

- 1) **Membership:** Our focus for girls and for adult volunteers aims to attract the growingly diverse population of our country. This will reach more girls, engage more adults, attract more at-risk girls, smooth the path and the rewards for volunteers to join, and make robust pathways for program delivery available at every council.

- 2) **Program and Outcomes:** GSUSA will urge all councils to hone in on delivering our leadership program to girls, and to keep measuring that program's outcomes. There will also be focus on digital program offerings.
- 3) **Brand:** Families, funders and the general public will see Girl Scouting as the premier leadership development experience for girls and the top expert on girls' needs and interests.
- 4) **Funding:** As the campaign for girls is launched, contributed income will increase, as will strategic partnerships. GSUSA will actively engage our vibrant, growing alumnae network.

### **Report of the Treasurer**

Treasurer Joan Wagon's financial snapshot reflected the following highlights:

- Operating surpluses were generated in 2011 and 2010, following a deficit in 2009.
- In 2011 revenue totaled \$62.5 million. Membership dues represent 60 percent of GSUSA's revenue stream. Girl Scout Merchandise operations, which generate income from the sales of merchandise and from licensing fees, produced an additional 35 percent. The Capital Fund payout and unrestricted contributions provided the balance.
- Contributed revenue amounted to \$19.6 million for the three-year period 2009-2011 compared to \$28.8 million in the previous triennium. This decline is attributed to a weak economy.
- Growth in individual giving is notable and over the last three years individual gifts, produced 39 percent of our contributed revenue.
- Market volatility is reflected in investments, which were \$110.8 million at September 30, 2011, compared to \$115.5 million at the beginning of the triennium. Following a negative investment environment in 2008 and 2009, markets rebounded in 2010 and into the early part of 2011. More recently, in August and September we have experienced negative returns as the market reacted poorly to the downgrading of U.S. government debt and problems in European debt markets.
- For the entire triennium, the investment portfolio had an average annual return of 2.2 percent. Returns for the individual years were as follows:
  - 1.6% in 2011;
  - +9.2% in 2010;
  - 0.6% in 2009.
- The reported pension liability grew to \$34.5 million at Sept 30, 2011, a downturn in the funded status of the pension plan caused not only by the drop in market value of pension assets, but also an historically low interest rate environment.
- Girl Scouting has successfully navigated through a turbulent economic period while investing in the core business strategy and transforming the organization.

### **Operating Reserves**

In managing the finances of GSUSA, the National Board has set a long-term goal to maintain a Capital Fund equal to one year's operating cost. The current balance represents a reserve of 10.5 months cost of operations.

At the end of 2011, the Capital Fund stands at only \$49.2 million or \$7 million less than this goal. The shortfall reflects the National Board's decisions to allocate \$11.2 million to councils for pension assistance.

#### **Financial Condition of Councils**

Through a very difficult economic period and a transformational time for Girl Scouts, aggregate operating income declined 2.5 percent to \$654 million.

Despite escalating pension costs which grew by \$12 million, councils cut total expenses by \$51 million or 7.2 percent from 2008's level of expense. These cuts were extremely painful to make and had repercussions on membership services. Together, the councils own \$1.2 billion of net assets and have 8 months of operating reserves. Moving forward, councils experienced revenue growth in 2010 and in 2011.

Recently, councils expressed optimism when surveyed about their financial outlook. The rise in revenue and reduction in expense narrowed councils' 2010 aggregate operating deficit to \$3 million, a significant improvement from 2008. Further improvement is expected in 2011.

Note: The *Stewardship Report* is attached as an addendum to the official minutes.

#### **WAGGGS UPDATE**

International Commissioner Debra Nakatomi, a member of the National Board, introduced Chair of the WAGGGS World Board Nadine El Achy and Chief Executive Officer Mary McPhail, who reported on the WAGGGS World Conference, held in Edinburgh, Scotland in July 2011.

#### **Tsunami Relief Effort Fund**

After an 8.9-magnitude earthquake struck Japan in March 2011, Girl Scouts across the country raised money for the Girl Scouts of Japan Relief Effort. A check was presented to Mariko Asano, President of the Girl Scouts of Japan, for \$128,019.

The meeting was adjourned at 12:15 p.m.

#### **MEETING 2, SATURDAY, NOVEMBER 12, 2011**

National President Connie L. Lindsey called the meeting to order at 8:32 a.m.

Connie L. Lindsey awarded Second Vice President Linda P. Foreman the Transformation to Greatness Award.

National Treasurer Joan Wagon assumed the chair.

## **CREDENTIALS REPORT**

Credentials Chair Marisa Tabizon Thompson presented an updated credentials report indicating 1,314 voting members. **The revised report was adopted by unanimous consent.**

An Open Forum was held on Proposal 2, Timing for the Election of National Council Delegates in Councils.

## **PROPOSAL 2A – CONSTITUTIONAL AMENDMENT**

**MOVED by Terry Plizga, Board Chair, Girl Scouts NYPENN Pathways Council, To amend the Constitution of Girl Scouts of the USA, Article IV (The National Council), Section 5 (Formula for Delegates), by striking out the words “of the year” and inserting the words “two years.”**

**Proposal 2A, as follows, was defeated, as it did not receive the required two-thirds vote.**

Votes in favor: 605

Votes opposed: 656

As Proposal 2A was defeated, Proposal 2B was not considered.

National Board member and International Commissioner Debra Nakatomi assumed the chair.

## **PROPOSAL 3**

**MOVED by Ann-Clore Duncan, Board Chair, Girl Scouts - Western Oklahoma, Inc., To amend the *Blue Book of Basic Documents 2009 edition* policy entitled “Membership Dues and Procedures for Registration” second paragraph, by striking “is October 1 through September 30” and inserting “commences on the date of registration of the member.”**

**By majority vote, Proposal 3, was referred to the Task Group to Study the Dues Structure and Membership Processes.**

Votes in favor of motion to refer: 814

Votes opposed to motion to refer: 428

Second Vice President Linda P. Foreman assumed the chair.



## **DISCUSSION ITEM: FUNDING THE MOVEMENT INTO THE NEXT CENTURY OF GIRL SCOUTING**

To lead off a discussion with the membership as to how councils and GSUSA will partner together to advance the Girl Scout Mission, and achieve exceptional success for girls in our 100<sup>th</sup> Anniversary Year and beyond, a panel provided background on the following topics:

- GSUSA and council financial history
- information on charitable giving across all market segments
- comparative data on youth-serving organizations
- organizational structure and highlights of the 100<sup>th</sup> anniversary campaign
- an overview of the Movement-wide case for support

The panel consisted of:

- Joan Wagnon, Treasurer, GSUSA
- Timothy Higdon, Chief of External Affairs, GSUSA
- Barbara Murphy Warrington, CEO, Girl Scouts of Greater New York
- Debra Nakatomi, Member of the National Board of Directors and International Commissioner
- Davia B. Temin, First Vice President, GSUSA

Small conversation groups were formed to discuss the following topics:

- Potential for the Future
- Our Dreams for Girls

Members shared their feedback from the conversation groups, and responses were gathered electronically regarding questions as to sources of income that provide the greatest potential for growth at the national level and at the council level.

## **NOMINATIONS**

Sharon Matthews, chair of the National Board Development Committee presented the report of the National Board Development Committee.

Nominated for a three year term of 2011-2014 were the following.

### Officers

President:	Connie L. Lindsey
First Vice President:	Davia B. Temin
Second Vice President:	Susan P. Peters
Secretary:	Debra Nakatomi
Treasurer:	Joan Wagnon

Members-at-Large of the National Board of Directors

Sylvia Acevedo  
Catherine "Cathy" M. Coughlin  
Linda Descano  
Lisa Guillermin Gable  
Steven F. Gilliland  
Jennifer Grancio  
Jeanmarie C. Grisi  
Kathy Hopinkah Hannan  
Patricia "Pat" Harris  
John Hom  
Ingrid Saunders Jones  
Barbara J. Krumsiek  
Wonya Lucas  
Karen A. Maloney  
Mitchell "Mitch" A. Martin  
Sharon H. Matthews  
Charles "Chuck" D. McLane, Jr.  
Lisa Garcia Quiroz  
Nancy A. Reardon  
Sharon I. Wibben  
Katherine "Kathy" L. Worthen  
Cyma Zarghami

Members-at-Large of the National Board of Directors and members of the National Board Development Committee

Jenny Alonzo  
Brenda Freeman  
Monica Gil

Non-Board members of the National Board Development Committee

Thomas W. Dortch, Jr.  
J.D. Hokoyama  
Ilene H. Lang  
Patricia Romines

**Election Results**

The following Officers, Members-at-Large of the National Board of Directors, Members-at-Large of the National Board of Directors and members of the National Board Development Committee, and non-Board members of the National Board Development Committee were elected by acclamation.

Officers 2011-2014

President:	Connie L. Lindsey
First Vice President:	Davia B. Temin
Second Vice President:	Susan P. Peters
Secretary:	Debra Nakatomi
Treasurer:	Joan Wagnon

Members-at-Large of the National Board of Directors, 2011-2014

Sylvia Acevedo  
Catherine "Cathy" M. Coughlin  
Linda Descano  
Lisa Guillermin Gable  
Steven F. Gilliland  
Jennifer Grancio  
Jeanmarie C. Grisi  
Kathy Hopinkah Hannan  
Patricia "Pat" Harris  
John Hom  
Ingrid Saunders Jones  
Barbara J. Krumsiek  
Wonya Lucas  
Karen A. Maloney  
Mitchell "Mitch" A. Martin  
Sharon H. Matthews  
Charles "Chuck" D. McLane, Jr.  
Lisa Garcia Quiroz  
Nancy A. Reardon  
Sharon I. Wibben  
Katherine "Kathy" L. Worthen  
Cyma Zarghami

Members-at-Large of the National Board of Directors and members of the National Board Development Committee, 2011-2014

Jenny Alonzo  
Brenda Freeman  
Monica Gil

Non-Board members of the National Board Development Committee, 2011-2014

Thomas W. Dortch, Jr.  
J.D. Hokoyama  
Ilene H. Lang  
Patricia Romines

The meeting was adjourned at 11:42 a.m.

**MEETING 3, SUNDAY, NOVEMBER 13, 2011**

Second Vice President Linda P. Foreman called the meeting to order at 8:32 a.m.

**FINAL CREDENTIALS REPORT**

Marisa Tabizon Thompson reported that there were 1,314 eligible voting members. **By unanimous consent, the final report was adopted indicating 1,314 eligible voting members.**

Additional information regarding attendees was reported as follows:

Participants/attendees (non-voting):

Councils: 1,843

USA Girl Scouts Overseas: 10

National volunteers, nominees & Former National Board Members: 62

International: 9

Exhibitors: 378

National Staff: 215

Others: 11,946

**Total: 14,463**

**Grand total** of Voting members of the National Council, participants and others: **15,777**

**Other facts of interest**

Girls (14-17) attended as voting members: 240

38 female voting members attended to every male voting member.

The racial breakdown of the voting members is:

American Indian/Alaskan Native:	<u>10</u>
Asian:	<u>17</u>
Black or African American:	<u>102</u>
Hawaiian or Pacific Islander:	<u>3</u>
White:	<u>755</u>
Other:	<u>3</u>
Two or More (categories)	<u>220</u>

There are 47 Spanish/Hispanic voting members included throughout the racial categories.

Councils represented at the National Council Session: 112  
Councils that sent a full quota of voting members: 97

### **INSTALLATION OF THE NATIONAL BOARD AND NATIONAL BOARD DEVELOPMENT COMMITTEE**

Newly-elected members of the National Board and National Board Development Committee were installed. This was followed by a short video in recognition of National Board members who served in the 2008-2011 triennium.

Newly-installed Second Vice President Susan Peters assumed the chair.

### **GIRL SCOUT LEADERSHIP INSTITUTE (GSLI)**

Alexa Pete, Stephanie Trevino and Tori Stanzaski reported on the Girl Scout Leadership Institute (GSLI), held November 10-13, 2011. The GSLI brought together 1,200 girls, recognized as leaders in their councils to connect and take action on matters that touch the future for girls and for the movement. The theme was ***Leadership and Innovation, the Next 100 Years***. Focus areas included:

- Global Connections
- Innovation in Marketing
- Innovation in Business
- Innovation in Technology and Science
- Leadership

The girls also attended the opening and closing ceremonies, participated in the Conversations of Consequence, and played a leading role in launching our 100th Anniversary Take Action project: Girl Scouts Forever Green.

### **RESOLUTION OF APPRECIATION TO GIRL SCOUTS OF SAN JACINTO COUNCIL**

**The resolution adopted by the National Board at its September 2011 meeting was read:**

**Whereas**, The Girl Scouts of San Jacinto Council (Houston, TX) has worked diligently to ensure the success of the 2011 National Council Session/52<sup>nd</sup> convention of Girl Scouts of the United States of America;

**Whereas**, More than 1,900 girl and adult volunteers, in addition to council staff, will be on hand to carry out vital roles with energy, enthusiasm and efficiency throughout this historic national meeting, which will advance the Movement, celebrate our strategic accomplishments, build the relationship between GSUSA and councils, and launch the 100<sup>th</sup> anniversary;

**Whereas**, In the spirit of true partnership, the Girl Scouts of San Jacinto Council is supporting a range of events for the convention, including 28 learning events to be conducted by GSU; a donor dinner; a rain garden demonstration to be a part of 100<sup>th</sup> Anniversary festivities; and the Girl Scout Leadership Institute, which will bring together 1,200 girls from councils nationwide;

**Resolved**, That the National Board of Directors extends heartfelt thanks and appreciation to the council and to the Support Services Team for their generous contributions of time, energy, and talent in support of the National Council Session/52nd convention of Girl Scouts of the United States of America.

### **TIME AND PLACE OF 2014 NATIONAL COUNCIL SESSION**

Leading off the presentation, Jessica Gunderson, a Girl Scout Ambassador from the Girl Scouts of Utah, addressed the important role Girl Scouting has played in her life. Debbie Nielsen, Board chair, and Cathleen Sparrow, council CEO then reported on the 2014 convention, to be held October 16-19, 2014, in Salt Lake City, Utah.

### **LEADERSHIP MOMENT: Monique Coleman**

Monique Coleman, actress, singer, entrepreneur, and philanthropist best known for her co-starring role in Disney's *High School Musical* movies, addressed the membership. Her remarks focused on her world tour as UN Youth Champion for the International Year of Youth to raise awareness of the challenges facing young people.

### **KEYNOTE ADDRESS: Robin Roberts**

Robin Roberts, Co-Anchor of ABC's *Good Morning America*, and author, addressed the National Council. Ms. Roberts shared insights into her rise to the top of the broadcasting field. Crediting Girl Scouting with helping her to gain confidence, set goals, and understand the importance of teamwork, she then positioned herself for success by making strategic career moves aligned with her long-term goals. Robin Roberts urged members to "think big, but focus small," and be willing to make the necessary sacrifices.

### **GIRL PANEL – WHAT IF GIRLS RAN THE WORLD**

Gabi Gregg, the creator of the plus-size fashion and personal style blog "Gabi Fresh," led a discussion of "What if Girls Ran the World?" The panelists were:

Amber Barron, Girl Scouts of Utah, Salt Lake City

Sarah Hernandez, Girl Scouts of San Jacinto Council, Houston

Noorain Khan, Former Rhodes Scholar and 2002 National Young Woman of Distinction

Rie Matsuzaki, Girl Scouts of Japan

Jillian Ross, Girl Scouts of San Jacinto Council, Houston

National President Connie L. Lindsey assumed the chair and introduced Anna Maria Chávez, Chief Executive Officer-Designate, Girl Scouts of the USA.

**KEYNOTE ADDRESS: ANNA MARIA CHÁVEZ, CHIEF EXECUTIVE OFFICER-DESIGNATE**

Anna Maria Chávez reflected on growing up in a small town in Arizona, her career pathway, and major experiences that have shaped her life and values. She shared insights on plans to strengthen GSUSA as she steps into the top staff role. These include tapping into more diverse girl and adult populations and increasing efforts to deliver on our promise to help an increasing number girls achieve their potential. Highlights include the following:

- To ensure the growth of the Movement, diversity is essential. Strategic partnerships can offer the Girl Scout Leadership Experience to more girls than ever, and build relationships with girls who have not yet had the opportunity to join the Movement.
- The Girl Scout message is timely: “The world is waiting for a leader to step forward in the name of girls and women, and we are that leader.”
- With three million members in the United States, 10 million sisters worldwide and 50 million alumnae, we are bigger than we have recognized. She noted, “As we turn one hundred years old, the eyes of the world are on us.”

**KEYNOTE ADDRESS: CONNIE L. LINDSEY, NATIONAL PRESIDENT**

Connie L. Lindsey began her speech with an expression of appreciation to all volunteers and council staff for their unwavering dedication and commitment to excellence. Highlights of her address are as follows:

- Juliette Gordon Low's original vision of an organization dedicated to empowering girls to reach their full potential as individuals and leaders remains a constant. No other organization has done more than Girl Scouts of the USA to prepare and produce women leaders. We can be equally proud of the wonderful strides we have made in broadening the diversity of the girls we serve, as well as our organizational leadership and staff. We are today setting a superb example of inclusiveness for all races, religions, nationalities and ethnic groups.
- Our year-long celebration, with 2012 as the “Year of the Girl,” culminating in the State of the Girl Summit in 2013, will bring extensive media attention and public support, helping inspire and educate millions of people about Girl Scouts' wonderful potential for generating progress for all humanity.

- GSUSA will call on organizations, companies and institutions from every sector of society to join us in developing American girls and empowering them to reach their full potential.
- The ambitious fund-raising initiative GSUSA is launching in conjunction with our 100th anniversary celebration will be the largest fund-raising campaign focusing on empowering girls ever initiated. Our plan to raise one billion dollars is unprecedented, and targeted solely for lifting up the lives and leadership potential of girls.

### **CLOSING CEREMONY**

The flag ceremony was led by Girl Scouts of San Jacinto Council.

### **ADJOURNMENT**

At 11:44 a.m., Connie L. Lindsey declared the National Council Session adjourned sine die.

Linda Mazon Gutierrez  
National Secretary  
Girl Scouts of the USA