

GIRL SCOUTS OF THE UNITED STATES OF AMERICA  
2017 NATIONAL COUNCIL SESSION/ 54<sup>TH</sup> CONVENTION  
October 4-October 6, 2017

Columbus, Ohio

**MEETING 1, WEDNESDAY, OCTOBER 4, 2017—Opening Ceremonies**

Opening Ceremonies for the 2017 National Council Session commenced at 7:30 p.m. with a performance by Viviana Wolfgramm.

2014 National Young Woman of Distinction Camille Borders and Kara Chappell from Girl Scouts of Northeast Ohio, a member of the convention girl planning team (known as the “G Team”), addressed the delegates and presented a special greeting from United States Representative for Ohio’s third congressional district, Joyce Beatty.

The color guard presented the flag.

The following individuals welcomed the assembly: National President Kathy Hopinkah Hannan; Girl Scouts of the USA Chief Executive Officer Sylvia Acevedo; Julie Holbein, Chair of the Board of Directors of Girl Scouts of Ohio's Heartland; and Tammy Horton, Chief Executive Officer of Girl Scouts of Ohio's Heartland.

Columbus Mayor Andrew Ginther welcomed the assembly, followed by a performance by recording artist Kensington Moore.

National President Kathy Hopinkah Hannan thanked the sponsors and introduced Allison Woodard, Assistant Vice President of AT&T Ohio Entertainment Market, who spoke on behalf of sponsor and host committee member AT&T.

Girl Scouts of the USA Chief Executive Officer Sylvia Acevedo introduced Stella Keene, Girl Scouts of Ohio Board Member and Senior Vice President of Talent Management for Big Lots, who spoke on behalf of sponsor Big Lots Foundation.

Members of the “G Team” addressed the body and Joann Deak, psychologist and author, delivered the keynote address, followed by an encore performance by Viviana Wolfgramm.

Opening ceremonies concluded at 9:45 p.m.

**MEETING 2, THURSDAY, OCTOBER 5, 2017**

The 2017 Girl Scout National Council Session was called to order at 8:32 a.m. by Chair of the National Board and National President Kathy Hopinkah Hannan.

There was a moment of silence in recognition of some recent tragedies.

Delegates were welcomed from all 50 states, Puerto Rico and USA Girl Scouts Overseas.

The following special guests were welcomed:

World Association of Girl Guides and Girl Scouts

Ana Maria Mideros, WAGGGS World Board Chair  
David Coe, WAGGGS Interim CEO  
Helene Clark, WAGGGS Director of Membership  
Joey Rosenberg and Franca Mazzotti, Chair and Vice-Chair of the Western Hemisphere Regional Committee

Past Presidents of GSUSA

Connie Matsui  
Cynthia Thompson  
Dr. Gloria Scott

The functionality of the audience response system (electronic voting devices) was tested, and President Hannan explained that when votes are taken, not everyone chooses to vote, so the total number of votes cast will not always equal the total number eligible to vote.

The Chair recognized National Board member Ann Chow to present the Credentials Report.

**CREDENTIALS REPORT**

Credentials Chair Anne Chow, National Board member, reported that as of 8:00 a.m. on October 5, 2017, 1,058 members of the National Council were registered and eligible to vote, including 1,027 delegates elected by Girl Scout councils, 7 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 1 non-Board member of the National Board Development Committee, and 3 Past Presidents.

**MOVED by Anne Chow, Credentials Chair and member of the National Board, and seconded, that the registered members of the National Council reported here be 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.**

**ADOPTION OF STANDING RULES**

The Chair recognized National Board member Judith Batty to present the Standing Rules.

**MOVED by Judith Batty, member of the National Board, and seconded, that the Standing Rules for the National Council Session be adopted as printed.**

Votes in favor: 1027 (98.4%)

Votes opposed: 17 (1.6%)

[Total votes 1044]

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

The Standing Rules as adopted are on pages 55-57 of the Workbook that is attached as an addendum to these minutes.

### **ADOPTION OF PROGRAM**

The Chair recognized Judith Batty, member of the National Board, to present the Program.

The Program is attached as an addendum to these minutes.

**MOVED by Judith Batty, member of the National Board, and seconded, that the Program of the Girl Scout National Council Session/54<sup>th</sup> Convention be adopted as presented with the presiding officer empowered to make changes as necessary.**

**MOVED, by Dian Castle, Girl Scouts of Eastern South Carolina, and seconded, to reorder the agenda to consider Proposal 2 before Proposal 1.**

**There being no objections, the motion to reorder the agenda was adopted.**

**The vote was on the amended Program with the presiding officer empowered to make changes as necessary.**

Votes in favor: 822 (80.4%)

Votes opposed: 201 (19.6%)

[Total votes 1023]

**There being a majority in the affirmative, the amended Program was adopted with the presiding officer empowered to make changes as necessary.**

National President Kathy Hopinkah Hannan recognized Jenny Alonzo, member of the National Board, to serve as Presiding Officer for the next section of the meeting.

## **STEWARDSHIP REPORT OF THE NATIONAL BOARD OF DIRECTORS**

National President Kathy Hopinkah Hannan and GSUSA Chief Executive Officer Sylvia Acevedo presented the Stewardship Report. Ms. Acevedo noted that everything the body will hear in the Stewardship Report reflects a simple, yet very powerful, idea that the Girl Scout Movement exists to serve girls so they can thrive and change the world.

They noted that the work that had been done over the past three years was rooted in the transformation story that began at the National Council Session in 2005. Ms. Hannan observed that the Movement is more focused, agile and unified today and that the transformation continues toward unity and alignment in order to be one Movement and one voice for girls. They noted the Movement's continued commitment to the reinvigoration of outdoor programming, through a girl-led model. Work to align the Girl Scouts federated network is allowing the organization to achieve its strategic goals.

Working with volunteers, staff, and girls from across the Movement, including through council engagement committees with more than 84 councils participating, GSUSA co-created and launched a new three-year Movement strategy. This work included identifying as three essential aligning mechanisms for the Movement a common brand, a national girl program, and a common operating model with supporting technology to best serve our girls, parents, and volunteers.

The Customer Engagement Initiative ("CEI"), focused on people, process, and technology, is one of the largest business evolutions Girl Scouts has ever taken and reflects our commitment to improving service to members and other key partners who bring Girl Scouting to life locally. CEI has enabled Girl Scouts to reach, recruit and activate new members and volunteers in days rather than weeks or months, and then stay connected with them. In August, we reached a milestone toward completing Movement-wide deployment of CEI, with almost 100% of membership on this common platform.

With regard to program, much work was done over the past three years to enhance the girl program, making it easier for volunteers to deliver more fun for girls and focusing on achieving the Girl Scout leadership experience outcomes. Program content has been aligned around four national program pillars: STEM, the outdoors, life skills, and entrepreneurship. By completing Take Action projects and earning badges involving these four pillars, girls develop the five positive outcomes that reflect the way Girl Scouts build girls as leaders: sense of self, positive values, challenge seeking, healthy relationships, and community problem solving. In July 2017, Girl Scouts launched its largest programming rollout in almost a decade: 23 new badges in STEM and the outdoors. Journey programming has been simplified.

With regard to brand, the Girl Scout brand essence of "G.I.R.L." ("Go-getter, Innovator, Risk Taker, Leader") was introduced in November 2016 to tell the story of Girl Scouts, showcasing the unique skill-building opportunities Girl Scouts offers and emphasizing the types of experiences girls have through Girl Scouting. Council and GSUSA staff attended trainings to become certified brand champions.



Looking ahead, the Movement faces challenges and must turn the corner on membership, keep pace with the speed of girl with regard to technology and the digital experience, and remain agile as an organization to be able to deliver what girls and councils need, when they need it, through speeding up the program development cycle and getting locally adaptable marketing materials out to the councils more quickly. Technological advancements and change are constant. To remain competitive, we must address the digital needs of the 21<sup>st</sup> century girl and her family and the growing needs of our volunteer base and reach and serve the increasingly diverse US population. Technology does not replace the meaningful face-to-face activities and adventures we offer at Girl Scouts but simply enhances the overall Girl Scout experience. We must build out our technological infrastructure so we move as one Movement and we can deliver Girl Scouts digitally, especially via mobile devices, recognizing that parents, caregivers, volunteers and alumni access so much of their lives this way.

Ms. Hannan and Ms. Acevedo next presented Vision 2020, a future-focused multi-year strategy to modernize, digitize and accelerate Girl Scouts mission and impact on society at large. It will harness technology to create a partnership consortium with corporations, foundations and individuals with shared goals to provide digital experiences that propel Girl Scouts to the year 2020 and beyond. The Vision 2020 goals include doubling membership by 2020 to 4 million, engaging and supporting half a million new traditional and episodic volunteers, more actively and consistently reaching underserved and underrepresented communities, identifying and activating 15 million+ alumni through funding, volunteer and advocacy opportunities and creating a new business model of self-sufficiency and funding by better leveraging our Movement properties and assets.

A copy of the Stewardship Report is attached as an addendum to these minutes.

## **REPORT OF THE TREASURER**

Treasurer Chuck McLane presented the Treasurer's Report. A synopsis of the Treasurer's Report is provided in the attached presentation slides.

In response to a question from the assembly, it was clarified that the difference in the numbers shown on the screen and the numbers printed in the Stewardship Report is that the numbers shown on the screen were based on operating expenses and results whereas non-operating expenses were included in the Stewardship Report to reflect audited financial statements.

## **WAGGGS WORLD CONFERENCE UPDATE**

Sapreet Saluja, International Commissioner, Christy Brown, CEO of Girl Scouts of Wisconsin Southeast, and Maryann Barry, CEO of Girl Scouts of Citrus Council, shared highlights of their experience as members of the GSUSA delegation who attended the 36<sup>th</sup> WAGGGS World Conference held in New Delhi, India.

## **WAGGGS LEADERSHIP ADDRESS**

Anna Maria Madeira Gedera, newly appointed Board Chair of the World Association of Girl Guides and Girl Scouts, delivered the Global Report on behalf of WAGGGS. She noted that four new countries became members of WAGGGS at the Delhi World Conference and that WAGGGS is a 150 member organization for any girl and every girl, with a mission to enable girls and young women to develop their fullest potential as responsible citizens of the world. She described a focus on stopping the violence and speaking out for girls' rights, programs to increase self-esteem and amplify girls' voices, and updates on World Centers and World Thinking Day.

## **VIDEO**

**There was a video presentation of two Young Women of Distinction describing their Gold Award Projects.**

Jenny Alonzo recognized Sharon Matthews, First Vice Chair of the National Board, to preside over the next portion of the meeting.

## **PROPOSAL 2, CONSTITUTION AND BYLAWS AMENDMENTS, ESTABLISH THE NATIONAL BOARD DEVELOPMENT COMMITTEE AS A COMMITTEE OF THE NATIONAL BOARD OF DIRECTORS**

A question and answer session was held on Proposal 2.

As the Proposal appeared in the Workbook (including the correction sheets) and there was no objection to the Chair not repeating the wording of the Proposal, the Chair did not repeat the wording of the Proposal.

**MOVED, by Dineen Garcia, member of the National Board, to adopt Proposal 2, Part A.**

*A copy of the Workbook (including the correction sheets) is attached as an addendum to these Minutes.*

Gayle Garrigues, delegate from Farthest North Girl Scout Council, raised a point of order from the interrupting microphone as to why no second was required. Presiding Officer Sharon Matthews responded that no second is required when a motion is made on behalf of the National Board with prior notice. In response to further questions from Ms. Garrigues on the basis for this rule, Presiding Officer Sharon Matthews directed the National Council to Robert's Rules of Order Newly Revised, Eleventh Edition, page 36, line 13, which provides that a motion made by

direction of the board or duly appointed committee of the assembly requires no second from the floor.

**The previous question was moved by Leksi Murnieks, Girl Scouts of Ohio's Heartland, and seconded.**

Votes in favor: 719 (72.2%)  
Votes opposed: 277 (27.8%)  
[Total votes 996]

**The previous question was ordered by at least a two-thirds vote.**

**The assembly moved immediately to a vote on the pending question to adopt Proposal 2, Part A as printed in the Workbook.**

Votes in favor: 476 (46.4%)  
Votes opposed: 550 (53.6%)  
[Total votes 1026]

**There being less than two-thirds in the affirmative, the motion to adopt Proposal 2, Part A as printed in the Workbook was DEFEATED.**

As the motion to adopt Proposal 2, Part A was defeated, the remaining parts of Proposal 2 were not considered.

## **PROPOSAL 1, CONSTITUTIONAL AMENDMENT, REDUCING THE SIZE OF THE NATIONAL BOARD**

Sharon Matthews, First Vice Chair of the National Board, presided over consideration of Proposal 1.

A question and answer session was held on Proposal 1.

As the Proposal appeared in the Workbook (including the correction sheets) and there was no objection to the Chair not repeating the wording of each Proposal, the Chair did not repeat the wording of the Proposal.

**MOVED, by Mina Nguyen, member of the National Board, to adopt Proposal 1.**

*A copy of the Workbook (with correction sheets) is attached as an addendum to these Minutes.*

**MOVED, by Betsy Erickson, Girl Scouts Heart of Central California, and seconded, to amend Proposal 1 to strike “15” and insert “21” so if adopted, Proposal 1 would read:**

**“To amend Article X, Section 2 of the Constitution of Girl Scouts of the USA by striking the number “25” and inserting the number “21””**

Votes in favor: 521 (50.7%)

Votes opposed: 507 (49.3%)

[Total votes 1028]

**By majority vote, Proposal 1 was amended to read:**

**“To amend Article X, Section 2 of the Constitution of Girl Scouts of the USA by striking the number “25” and inserting the number “21””**

Debate continued on Proposal 1 as amended.

**MOVED, by Emily Plumb, Girl Scouts of Connecticut, to amend Proposal 1 further to strike the number 21 and inserting the phrase “a minimum of 20 and a maximum of 25 members-at-large,” and also by inserting at the end of the paragraph, “The National Board Development Committee may exercise the right to work within this given range when considering candidates and the needs of the National Board in order to improve board member participation, geographical representation and to ensure diversity across racial/ethnic backgrounds and professional experience.”**

The presiding officer ruled the amendment out of order. The proposal had already been amended by striking 15 and inserting 21 and therefore was not subject to additional amendment. Further, an amendment is not in order which seeks to change the proposal in two separate places.

**MOVED, by Agenia Clark, Girl Scouts of Middle Tennessee, and seconded, to postpone indefinitely.**

**The previous question was moved by Kaylin Smith, Girl Scouts Arizona Cactus-Pine Council, and seconded.**

Votes in favor: 918 (89.0%)

Votes opposed: 114 (11.0%)

[Total votes 1032]

**By at least a two-thirds vote, the previous question was ordered and debate on the motion to postpone indefinitely ended. The assembly voted on the immediately pending question to postpone indefinitely:**

Votes in favor: 278 (26.7%)  
Votes opposed: 764 (73.3%)  
[Total votes 1042]

**There being less than a majority in the affirmative, the motion to postpone indefinitely was DEFEATED.**

Debate on Proposal 1 continued.

In response to a question at the interrupting microphone from Karen Hagerman, NY Penn Pathways Council, the Chair clarified that the reason there is no ability to amend the amendment is because in the amendment the body inserted 21 in place of 15, and under Robert's Rules of Order Newly Revised, Eleventh Edition, page 151, inserted matter cannot be struck out and matter that has been struck out cannot be inserted again except through reconsideration of a vote on the amendment or changes in the wording or placement in a way that presents a new question. The Chair asked Ann Homer, National Council Parliamentarian, to further respond. Ms. Homer clarified that the only thing that Proposal 1 seeks to amend is the number ("15" to "21"), and under Robert's Rules of Order, you cannot strike out what you have inserted, and that if the body wanted to consider another number instead of 21, a motion to reconsider would need to be made, and that a motion to reconsider must be made by a person who voted on the prevailing side, i.e., by someone who had voted to adopt "21."

**MOVED, by a delegate who self-declared that she voted on the prevailing side on the amendment, and seconded, to reconsider the vote that amended Proposal 1, Part A by striking 15 and inserting 21.**

Votes in favor: 570 (56.8%)  
Votes opposed: 433 (43.2%)  
[Total votes 1003]

**By majority vote, the motion to reconsider was adopted, and the body continued consideration of Proposal 1 in its original form as printed in the Workbook.**

**The previous question was moved by Mindy Stark, Girl Scouts of Eastern Iowa & Western Illinois, and seconded.**

Votes in favor: 733 (72.4%)  
Votes opposed: 280 (27.6%)  
[Total votes 1013]

**By at least a two-thirds vote, the previous question was ordered, and the assembly proceeded to vote on the pending motion to adopt Proposal 1 as printed in the Workbook.**

Votes in favor: 537 (51.7%)  
Votes opposed: 501 (48.3%)  
[Total votes 1038]

**There being less than two-thirds in the affirmative, the motion to adopt Proposal 1, Part A as printed in the Workbook was DEFEATED.**

## **VIDEO**

**There was a video presentation of two Young Women of Distinction describing their Gold Award Projects.**

Jessica Edwards, Girl Scouts of Historic Georgia, raised a point of information, noting that the credentials report from the morning indicated a total eligible voting count of 1058, but the voting results have reflected less than 1058 votes. Ms. Edwards stated that the voting method is to be questioned when the number of votes differs than the total eligible voting count by more than 2% and asked whether the issue was not including an option to count abstaining votes. Presiding Officer Sharon Matthews responded that the voting devices were tested this morning, that pursuant to parliamentary procedure abstentions are not included in the voting results, that some individuals may have left the room or may have chosen not to vote, and that the voting method is questioned only when it would affect the outcome of the vote.

The meeting adjourned at 12:31 p.m.

The meeting reconvened at 2:11 p.m. with Sharon Matthews serving as presiding officer.

## **DISCUSSION TOPIC: ENGAGE MORE GIRLS: WHAT DOES GIRL SCOUTS NEED TO DO TO REACH MORE GIRLS AND INCREASE IMPACT?**

National Board members Sharon Matthews and Noorain Khan facilitated a discussion on the topic of engaging more girls and what Girl Scouts needs to do to reach more girls and increase impact. Delegates were invited to come to the microphones to ask questions or make comments.

In addition, delegates participated in two polling questions with the following results:

Polling Question #1: How did you come to join Girl Scouts?

- |   |       |               |
|---|-------|---------------|
| 1. Family tradition                     | 37.6% | 358 responses |
| 2. 1 <sup>st</sup> Girl Scout in family | 36.7% | 349 responses |
| 3. To support my daughter               | 18.2% | 173 responses |

- |  |      |                                       |
|--|------|---------------------------------------|
| 4. To support girls—I have no daughter | 7.6% | 72 responses<br>[952 total responses] |
|--|------|---------------------------------------|

Polling Question #2: What is the most important thing we can do collaboratively to engage more girls?

- |                                |       |   |
|--------------------------------|-------|---|
| 1. Sharing Council successes   | 10.8% | 108 responses                           |
| 2. Strategic partnerships      | 16.2% | 162 responses                           |
| 3. Volunteer support resources | 38.2% | 383 responses                           |
| 4. Leverage funding            | 9.2%  | 92 responses                            |
| 5. Build on marketing events   | 25.7% | 258 responses<br>[1003 total responses] |

Ms. Matthews and Ms. Khan expressed appreciation for the robust conversation and thanked delegates for their time and engagement.

**VIDEO:**

**There was a video presentation of two Young Women of Distinction describing their Gold Award Projects.**

Sharon Matthews recognized National Board Member John Hom to preside over the next portion of the meeting.

**NOMINATIONS FOR NATIONAL BOARD OF DIRECTORS AND NATIONAL BOARD DEVELOPMENT COMMITTEE/ELECTIONS**

John Hom recognized Trooper Sanders, member of the National Board and National Board Development Committee. Trooper Sanders presented the nominations of the National Board Development Committee for the Officers, Members-at-Large of National Board of Directors, and National Board Development Committee (NBDC) for the 2017-2020 term:

Officers

- |                        |                               |
|------------------------|-------------------------------|
| President:             | Kathy Hopinkah Hannan         |
| First Vice President:  | Sharon H. Matthews            |
| Second Vice President: | Jeanne Kwong Bickford         |
| Treasurer:             | Charles D. (Chuck) McLane Jr. |
| Secretary:             | Noorain Khan                  |

Members-at-Large of the National Board of Directors

- Jenny Alonzo
- Mary Ann Altergott
- Judith N. Batty
- Cynthia Brinkley

Anne H. Chow  
Wendy Drummond  
Charlie Garcia  
Dineen Garcia  
Vicki Gardner  
Valarie A. Gelb  
Steven F. Gilliland  
Jeanmarie C. Grisi  
Karen P. Layng  
Rose Littlejohn  
Sue Major  
Cindy Miller  
Mina T. Nguyen  
Debbie Nielson  
Norma Provencio Pichardo  
Erika Rottenberg  
Trooper Sanders  
Becky Schmitt  
Mary Stengel Austen  
Suzanne Wade  
Loria B. Yeadon

National Board Development Committee (Board Members)

Charlie Garcia  
Sue Major  
Debbie Nielson  
Trooper Sanders

National Board Development Committee (Non-Board Members)

Heather Higginbottom  
John Hom  
Teresa C. Younger

John Hom noted that a nomination from the floor was received in accordance with the procedures outline in Article 12, Section 10 of the Constitution: Russ Sharpton, delegate from Farthest North Girl Scout Council, nominated Gayle Garrigues for Member-At-Large of the National Board of Directors.

In accordance with Article 12, Section 12 of the Constitution, as only one nominee was received for each Officer and Non-Board Member of National Board Development Committee position, the elections of the Officers and Non-Board members of the National Board Development Committee were held by acclamation and the following were declared elected:

Officers



President:	Kathy Hopinkah Hannan
First Vice President:	Sharon H. Matthews
Second Vice President:	Jeanne Kwong Bickford
Treasurer:	Charles D. (Chuck) McLane Jr.
Secretary:	Noorain Khan

National Board Development Committee (Non-Board Members)

Heather Higginbottom  
John Hom  
Teresa C. Younger

In accordance with Article 12, Section 12 of the Constitution, since there was more than one nomination for each Member-at-Large position for the National Board (26 nominations for 25 positions), the election for Members-at-Large was conducted by ballot. As permitted under Article 12, Section 12 of the Constitution, electronic balloting was conducted.

The results of electronic balloting were presented. The following received at least a majority vote and were declared elected:

Members-at-Large of the National Board of Directors

Jenny Alonzo  
Mary Ann Altergott  
Judith N. Batty  
Cynthia Brinkley  
Anne H. Chow  
Wendy Drummond  
Charlie Garcia  
Dineen Garcia  
Vicki Gardner  
Valarie A. Gelb  
Steven F. Gilliland  
Jeanmarie C. Grisi  
Karen P. Layng  
Rose Littlejohn  
Sue Major  
Cindy Miller  
Mina T. Nguyen  
Debbie Nielson  
Norma Provencio Pichardo  
Erika Rottenberg  
Trooper Sanders  
Becky Schmitt  
Mary Stengel Austen

Suzanne Wade  
Loria B. Yeadon

*Note: The voting results are attached as an addendum to these Minutes.*

## **VIDEO**

**There was a video presentation of two Young Women of Distinction describing their Gold Award Projects.**

John Hom recognized National Board Member Jeanmarie C. Grisi to preside over the next portion of the meeting.

## **PROPOSAL 1 RECONSIDERATION**

**MOVED, by Adalyn Santamaria, Girl Scouts of Eastern Pennsylvania, and seconded, to reconsider the vote on Proposal 1.**

Votes in favor: 278 (29.4%)  
Votes opposed: 667 (70.6%)  
[Total votes 945]

**There being less than a majority in the affirmative, the motion to reconsider was DEFEATED.**

## **PROPOSAL 3, LIFETIME MEMBERSHIP DUES**

A question and answer session was held on Proposal 3.

As the Proposal appeared in the Workbook, and there was no objection to the Chair not repeating the wording of the Proposal, the Chair did not repeat the wording of the Proposal.

**MOVED, by Norma Provencio Pichardo, member of the National Board, to adopt Proposal 3, Part A.**

*A copy of the Workbook is attached as an addendum to these Minutes.*

**MOVED, by Michelle Grabski, Girl Scouts of Central Maryland, to amend Part A of Proposal 3 by inserting at the end: “Membership dues of \$100 shall be offered to any girl who is a registered Girl Scout Ambassador and earned her Gold Award at the time of her high school graduation or equivalent and shall be available to her before the girl’s current membership expires.”**

The presiding officer ruled the amendment out of order as it was outside the scope of notice.

**MOVED**, by Pam Levin, Girl Scouts San Diego, and seconded, to postpone consideration of the pending motion to adopt Proposal 3, Part A as presented in the Workbook until tomorrow's session to allow for proper presentation and decision.

For information for the assembly, the Chair noted that the discussion could be postponed until tomorrow but that the only time available during tomorrow's schedule was 7:00 a.m.

Votes in favor: 116 (11.5%)  
Votes opposed: 895 (88.5%)  
[Total votes 1011]

There being less than a majority in the affirmative, the motion to postpone consideration of the pending motion until tomorrow's session was **DEFEATED**.

The previous question was moved by Maria Burritt, Girl Scouts San Diego, and seconded.

Votes in favor: 875 (86.6%)  
Votes opposed: 135 (13.4%)  
[Total votes 1010]

By at least a two-thirds vote, the previous question was ordered, and the assembly immediately voted on the pending question to adopt Proposal 3, Part A.

Votes in favor: 937 (92.6%)  
Votes opposed: 75 (7.4%)  
[Total votes 1012]

By at least a majority vote, Proposal 3, Part A as printed in the Workbook was **ADOPTED**.

**MOVED**, by Norma Provencio Pichardo, member of the National Board, to adopt Proposal 3, Part B.

The previous question was moved and seconded.

Votes in favor: 889 (87.0%)  
Votes opposed: 133 (13.0%)  
[Total votes 1022]

**There being at least two-thirds in the affirmative, the previous question was ordered, and the assembly then voted on the pending motion to adopt Proposal 3, Part B.**

Votes in favor: 941 (93.4%)  
Votes opposed: 67 (6.6%)  
[Total votes 1008]

**By at least a majority vote, Proposal 3, Part B as printed in the Workbook was ADOPTED.**

**MOVED, by Norma Provencio Pichardo, member of the National Board, to adopt Proposal 3, Part C.**

**MOVED, by Michelle Ptack, Girl Scouts of Greater Chicago and Northwest Indiana, and seconded, to amend Proposal 3, Part C, to strike the proposed new language and insert: “Discounted lifetime membership dues of \$200 shall be offered to anyone who was a registered girl member at the time of her high school graduation or equivalent and is under the age of 22 at the time of becoming a lifetime member.”**

**The previous question was moved by Sophia Lenhart, Girl Scouts of Ohio’s Heartland, and seconded.**

Votes in favor: 916 (88.5%)  
Votes opposed: 119 (11.5%)  
[Total votes 1035]

**There being at least two-thirds in the affirmative, the previous question was ordered, and the assembly moved to vote on the immediately pending question to amend Proposal 3, Part C.**

Votes in favor: 72 (7.2%)  
Votes opposed: 924 (92.8%)  
[Total votes 996]

**There being less than a majority in the affirmative, the motion to amend Proposal 3 Part C was defeated.**

**The previous question was moved by Leksi Murnieks, Girl Scouts of Ohio’s Heartland, and seconded.**

A point of parliamentary inquiry was raised by Laura Philpott of North Carolina Coastal Pines, as to whether it would be within the scope of notice to present an amendment that moves the new language in Proposal 3 Part C to a different section of the Blue Book.

The Presiding Officer ruled that such amendment would be outside the scope of notice.

**MOVED, by Sue Perles of Girl Scouts of Alaska, to reconsider the vote on Proposal 3, Part A.**

The motion to reconsider was ruled out of order as there was an immediately pending question to order the previous question, and the motion was made improperly from the interrupting microphone.

**Elizabeth Heidecker, Girl Scouts Heart of Pennsylvania, appealed the ruling of the chair that an amendment to move the new language of Proposal 3, Part C to a different section of the Blue Book is outside the scope of notice.**

**The appeal was ruled out of order because it needed to be raised at the time the ruling was made and because there is a pending question to order the previous question.**

**The body voted on the immediately pending question to order the previous question.**

Votes in favor: 804 (84.9%)

Votes opposed: 143 (15.1%)

[Total votes 947]

**There being at least two-thirds in the affirmative, the previous question was ordered.**

A delegate raised a point of parliamentary inquiry as to whether the vote on Part A of Proposal 3 could be reconsidered at this time. The Presiding Officer stated that the vote on Part A of Proposal 3 could not be reconsidered at this point in the proceedings.

Gail Garrigues, Farthest North Girl Scout Council, appealed the decision of the chair that Part A of Proposal 3 could not be reconsidered.

The presiding officer ruled the appeal was out of order as it was not timely.

**The body voted on the motion to adopt Proposal 3, Part C as printed in the Workbook.**

Votes in favor: 952 (94.3%)

Votes opposed: 58 (5.7%)

[Total votes 1010]

**There being a majority in the affirmative, the motion to adopt Proposal 3, Part C as printed in the Workbook was adopted.**

**ADDRESS BY DIANE BELK, FOUNDING CHAIR, JULIETTE GORDON LOW SOCIETY**

GSUSA Chief Executive Officer Sylvia Acevedo introduced Diane Belk, founder of the Juliette Gordon Low Society, and her husband, Lawrence Calder. Diane Belk spoke of the importance of planned giving and announced a challenge gift to the Movement of \$1.2 million.

Meeting 2 adjourned at 6:31p.m.

**MEETING 3, FRIDAY, OCTOBER 6, 2017**

National President Kathy Hopinkah Hannan called the meeting to order at 9:03 a.m.

**FINAL CREDENTIALS REPORT**

Anne Chow, Credentials Chair and National Board member, provided the final Credentials Report:

**Voting Members of the National Council**

Delegates elected by Girl Scout councils: **1028**  
Delegates elected by USA Girl Scouts Overseas: **7**  
Members of the National Board of Directors: **19**  
Non-Board Members of the National Board Development Committee: **1**  
Past Presidents of Girl Scouts of the USA: **3**  
Other members elected by the National Council: **0**  
Total voting members of the National Council: **1058**

By unanimous consent, the final Credentials Report was adopted as the official report of National Council members eligible to vote.

Anne Chow noted the following additional facts of interest:

Girls 14-17 attending as voting members: 287  
American Indian/Alaskan native voting members: 4  
Asian voting members: 26

African American/black voting members: 110  
Hawaiian/Pacific voting members: 2  
White voting members: 766  
Voting members in 2 or more categories: 27  
Hispanic voting members: 77

Councils represented at National Council Session: 112 plus USA Girl Scouts Overseas

National President Kathy Hopinkah Hannan thanked Anne Chow for serving as Credentials Chair.

## **ELECTION RESULTS AND INSTALLATION OF NATIONAL BOARD AND NATIONAL BOARD DEVELOPMENT COMMITTEE**

Cynthia Thompson, Past President of Girl Scouts of the USA, conducted the installation of the newly elected Officers, Members-at-Large, and National Board Development Committee members for the 2017-2020 term.

## **KEYNOTE ADDRESS: KATHY HOPINKAH HANNAN**

National President Kathy Hopinkah Hannan delivered her keynote address, thanking the National Board for its passion and commitment, telling a personal story of how Girl Scouts made a difference in her own life growing up as a Native American Indian in a challenging socioeconomic background, and thanking all volunteers and staff across the Movement. She noted that in today's increasingly divisive world, Girl Scouts remains a safe space for girls that encourages them to take the lead, to stand up with courage, confidence and character, and asked members to lock arms to face the future, to serve with an attitude of gratitude and a passion of purpose, and to look at our challenges as opportunities to grow.

## **RESOLUTION OF APPRECIATION TO GIRL SCOUTS OF OHIO'S HEARTLAND**

Kathy Hopinkah Hannan presented the following resolution adopted by the National Board at its September 2017 meeting:

**WHEREAS, The Girl Scouts of Ohio's Heartland are graciously serving as host council for the 2017 National Council Session and 54<sup>th</sup> Convention of Girl Scouts of the USA, having worked hand in hand with the national organization to create a successful triennial national meeting and convention where every Go-getter, Innovator, Risk-taker, Leader™ will stand up, take charge, and change the world, and**

**WHEREAS, Thousands of girls, volunteers, and council staff are on hand to carry out vital roles to advance the Girl Scout Movement, and**

**WHEREAS, The Girl Scouts of Ohio's Heartland, in partnership with the national organization, are supporting events that include philanthropy and cultural resources conferences, and various learning events designed to engage hundreds of girls from councils nationwide; therefore be it**

**RESOLVED, That the National Board of Directors of Girl Scouts of the USA extends its heartfelt thanks and appreciation to the Girl Scouts of Ohio's Heartland and to the Council Support Team, for generous contributions of time, energy, and talent in support of the 2017 National Council Session/54<sup>th</sup> Convention.**

### **REPORT FROM THE GIRL PLANNING TEAM**

Kathy Hopinkah Hannan introduced the girl planning team for the 2017 convention, known as the "G Team." Several G Team representatives spoke about their experiences in planning the convention. The team was formed about one and a half years ago and consisted of 21 girls from 17 councils and 14 states. "G Team" is an acronym for "Girls Together Empowering + Motivating." The team worked on many aspects of the convention including program, Hall of Experiences, marketing/design, and special events.

### **KEYNOTE ADDRESS: SYLVIA ACEVEDO**

Sylvia Acevedo, Chief Executive Officer, delivered her keynote address. She gave special recognition to all who came from regions that have been impacted by recent disasters. She told the story of how Girl Scouts played a transformative role in her life as a young girl coming from a background of poverty. She spoke of the proven benefits of the Girl Scouts formula, noting that 80% of female tech leaders, 76% of female US Senators, and all three female secretaries of state were Girl Scouts. She stressed the critical role of volunteers in the Girl Scout experience and spoke to Girl Scouts' strengths and opportunities, including 112,000 acres of property for outdoor experiences, a \$1 billion cookie program, and opportunities in technology and civic engagement.

### **NATIONAL YOUNG WOMEN OF DISTINCTION PRESENTATION**

Sylvia Acevedo explained that each year Girl Scouts of the USA selects ten Girl Scout Gold Award recipients as National Young Women of Distinction. She introduced Kim Lewis, a representative from the Kappa Delta Foundation, which has provided scholarship support for the National Young Women of Distinction program over the years. Kim Lewis spoke and presented a \$50,000 donation to GSUSA from the Kappa Delta Foundation to support this year's program.



Sylvia Acevedo then introduced Susan Butler, CEO of the Susan Bulkeley Butler Institute for the Development of Women Leaders. Ms. Butler has pledged \$1 million in college scholarships to Young Women of Distinction and addressed the body, advising on how to how to develop and become the CEO of your own life.

Sylvia Acevedo introduced the National Young Women of Distinction. Kathy Hopinkah Hannan, alongside Ms. Lewis and Ms. Butler, conducted a pinning ceremony for the National Young Women of Distinction. CEOs of the applicable Girl Scout councils joined the ceremony.

## **TIME & PLACE REPORT FOR 2020 NATIONAL COUNCIL SESSION**

The 2020 National Council Session/55<sup>th</sup> convention will be held in Orlando, Florida from October 19-26, 2020.

Kathy Hopinkah Hannan introduced Tammy Wharton, the Chief Executive Officer of Ohio's Heartland, the host Council for this year's National Council Session and convention. Ms. Wharton passed the flag to Maryann Barry, CEO of Girl Scouts of Citrus Council, host council for 2020.

## **CLOSING CEREMONY**

Kathy Hopinkah Hannan invited Karah Chappel to retire the colors.

Kathy Hopinkah Hannan thanked the delegates, volunteers, council staff and families.

Kathy Hopinkah Hannan adjourned the meeting sine die at 10:40 a.m.

Addendum 1  
Workbook & Correction Sheets

# Workbook Updates

**To:** Delegates to the 2017 National Council Session/54th Convention

**From:** Girl Scouts of the USA

**Date:** September 1, 2017

**Re:** WORKBOOK UPDATES

There is a change to the slate of nominees for the National Board of Directors for the 2017-2020 triennium. Sapreet Kaur Saluja (see page 26 of the Workbook) has withdrawn her nomination for the 2017-2020 National Board. To fill the vacancy on the slate, the National Board Development Committee has nominated Mary Ann Altergott as a member-at-large for the 2017-2020 triennium. Enclosed please find a supplemental Workbook page containing Ms. Altergott's background. The Profile of National Slates on page 33 of the Workbook has also been updated accordingly and a replacement page is enclosed.

In addition, enclosed please find three replacement pages for the Workbook to correct scrivener's errors, namely:

- **Page 35:** corrects a scrivener's error that included language from a prior Blue Book stating that the Chief Financial Officer is an ex officio member of the National Board. That language was deleted from the Constitution in 2014 and was mistakenly printed in this Workbook.
- **Page 42:** corrects a scrivener's error that mistakenly included the word "the" before "USA Girl Scouts Overseas" in clause 4(b) and did not include the word "and" in clause 4(e), which did not reflect the current Blue Book wording.
- **Page 45:** corrects a scrivener's error that included language from a prior Blue Book stating that the Chief Financial Officer is an ex officio member of the National Board. That language was deleted from the Constitution in 2014 and was mistakenly printed in this Workbook.

# Leadership for the 2017-2020 Triennium

## Update to Slate of National Board of Directors Nominations

There is a change to the slate of nominees for the National Board of Directors for the 2017-2020 triennium. Sapreet Kaur Saluja (see page 26 of the Workbook) has withdrawn her nomination for the 2017-2020 National Board. To fill the vacancy on the slate, the National Board Development Committee has nominated Mary Ann Altergott as a member-at-large for the 2017-2020 triennium.

## National Board Nominee Bios Members-at-Large



### Mary Ann Altergott | St. Louis, Missouri

Mary Ann Altergott is Edward Jones' General Partner responsible for aligning the firm's business strategy to all human capital activities including associate development, leadership succession and learning solutions meet business needs. Before joining Edward Jones in 2013, Altergott served as a principal with The Clermont Group, a global consultancy advising multinational clients on human resources and organizational development issues.

She held global human resources roles at Bank of America and Diageo with more than 25 years of experience in various senior human resources and operational positions. Altergott has extensive experience with corporate mergers and acquisitions focused on due diligence, leadership succession, transition planning and operational leadership.

A graduate of Vanderbilt University and the Wharton School of Business's Securities Industry Institute, Altergott is a lifetime member of Girl Scouts of the U.S.A. She earned the Girl Scout Gold Award, the organization's highest award, and has held national and local strategic planning and governance roles. As a frequent corporate relocatee, she was tapped for Girl Scout board leadership roles in four metropolitan areas. For over ten years, she served on the Board of Directors for the Girl Scouts of Eastern Missouri. As Board Chair for six years, the GS council expanded membership, increased community investments and long-term stewardship aligned with its strategic objective to be the region's choice for girl leadership opportunities. She also served on the Movement Funding Model Committee. Altergott was appointed to the St. Louis Community College Foundation Board, and Washington University Women's Forum. She has been named one of the most influential women in St. Louis and frequently lectures on leadership development and human capital management.

## Profile of National Slates

**28** are women and **5** are men.

**52%** white (non-Hispanic).

**15%** Asian American.

**15%** black.

**12%** Hispanic.

**2** are American Indian.

**17** nominees served in the last triennium and **16** are new nominees.

**5** have been presidents of a Girl Scout council board.

**10** have served on a Girl Scout council board.

**9** were girl members, **4** of whom were Gold Award recipients.

**3** were Girl Scout troop leaders.

**2** worked for a Girl Scout council.

**11** have financial experience.

**5** have human resources experience.

**5** have fund development experience.

**2** have STEM experience.

**3** work in marketing/communications or entertainment/media.

**31** have prior experience serving on multiple nonprofit or corporate boards.

All **6** geographical areas are represented.

The individuals currently and collectively reside in **18** states and the District of Columbia.

# 2017 National Council Session Agenda

## National Council Proposals

### PROPOSAL 1

#### Constitutional Amendment Reducing the Size of the National Board

#### Part A

To amend Article X, Section 2 of the Constitution of Girl Scouts of the USA by striking the number “25” and inserting the number “15”\*

Current Wording	Proposed Amendment	If Adopted, Will Read
The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.	The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and <del>25</del> 15 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.	The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 15 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.

**Proviso:** If adopted, this amendment becomes effective at the conclusion of the 2017-2020 triennium.

\*NOTE: Reducing the number of members-at-large to 15 does not include the 5 elected officers, bringing the new National Board size to 20/21.

# 2017 National Council Session Agenda

## Part B

To amend the Girl Scouts of the USA Constitution, Article IV., The National Council, 4., by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li>d. members of the National Board Development Committee;</li> <li>e. Past Presidents of Girl Scouts of the United States of America; and</li> <li>f. such other persons as may be elected by the National Council.</li> </ul>	<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li><del>d. members of the National Board Development Committee;</del></li> <li>e. Past Presidents of Girl Scouts of the United States of America; and</li> <li>f. such other persons as may be elected by the National Council.</li> </ul>	<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li>d. Past Presidents of Girl Scouts of the United States of America; and</li> <li>e. such other persons as may be elected by the National Council.</li> </ul>

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

# 2017 National Council Session Agenda

## Part F

To amend the Girl Scouts of the USA Constitution, Article X., National Board of Directors, 2. by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>	<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. <del>The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board.</del> The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>	<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.



**G.I.R.L.** COLUMBUS, OH  
**2017**

TM

GO-GETTER > INNOVATOR < RISK-TAKER < LEADER

GIRL SCOUTS' 54TH NATIONAL COUNCIL SESSION • OCTOBER 4-6



# Workbook

2017 National Council Session/54th Convention  
Greater Columbus Convention Center  
October 4-6, 2017

EXPERIENCE THE  
POWER OF A  
**G.I.R.L.**

**National President  
Kathy Hopinkah Hannan**

**Chief Executive Officer  
Sylvia Acevedo**

**G.I.R.L. COLUMBUS, OH  
2017**

TM

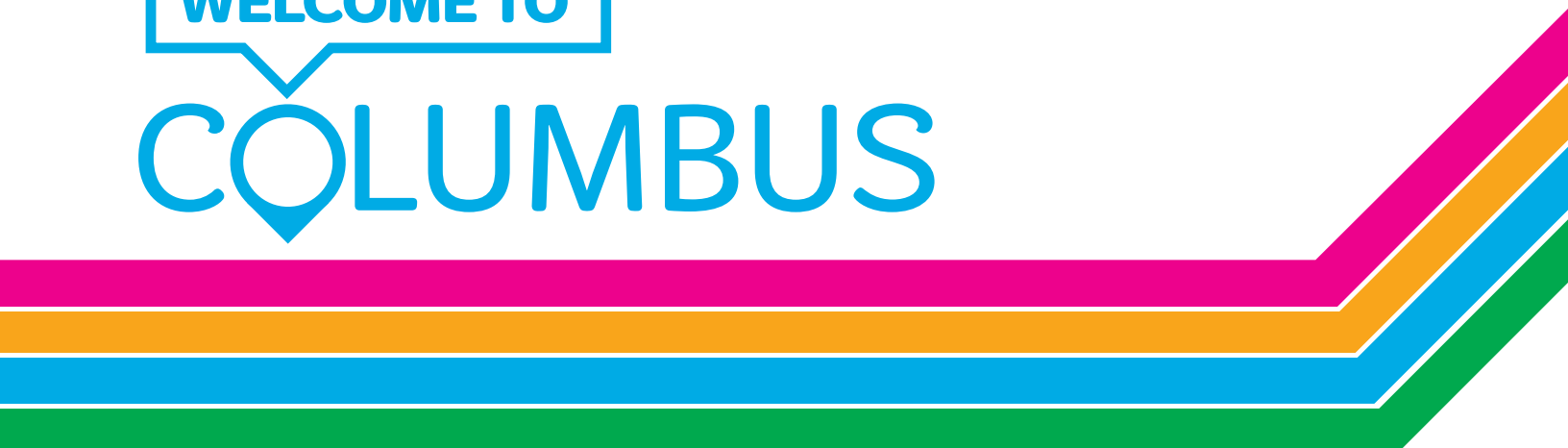
**GO-GETTER > INNOVATOR < RISK-TAKER < LEADER**



**GIRL SCOUTS' 54TH NATIONAL COUNCIL SESSION • OCTOBER 4-6**

**WELCOME TO**

**COLUMBUS**



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# Call to the 2017 National Council Session



## From the National President

### Dear Girl Scout,

I am so excited to welcome you, your friends, and your loved ones to G.I.R.L. 2017/54th National Council Session in Columbus, Ohio, October 4–6! We at Girl Scouts of the USA can't wait to get started setting the course for the next three years of our Movement and are so happy you are here to collaborate on this important work.

Convention only comes once every three years, and G.I.R.L. 2017—the largest girl-led event for girls and women in history—is our chance not only to advance our Movement and the girls who lead it but also to set our future direction. We'll do this by reviewing the work of the last three years, voting on proposals, and electing our National Board and National Board Development Committee. The 54th National Council Session represents the best of our democratic process—one that is for Girl Scouts and by Girl Scouts. As a delegate chosen to represent your council's constituency, you have an incredibly important role to play in helping our Movement stay true to its mission.

G.I.R.L. 2017 is for *every* G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)<sup>TM</sup> who wants to stand up, take charge, and change the world. That's why, in addition to coming together to complete important business and celebrate all our girls and volunteers, we are gathered here in Ohio to welcome the G.I.R.L.s of the general public who want to join in the fun and see what makes Girl Scouts such a life-changing experience for the nearly 2 million girls we serve.

Over the next few days, you'll be front and center participating not only in the National Council Session but also in G.I.R.L. 2017 breakout sessions, featuring thought-provoking speakers, and hands-on workshops designed to empower you, enrich your leadership journey, and give you the tools you need to take action and make things happen. Other highlights will include the inspiring Hall of Experiences (opening October 6), which will host daily performances, interactive exhibits, the Girl Scout Merchandise Superstore, a SWAPS station, and a service project area. Not to mention special social events, such as sing-along parties hosted by the former first lady of Ohio!

G.I.R.L. 2017 will be an exhilarating gathering full of motivational activities, speeches, and performances, as well as eye-opening learning and rare networking experiences. I look forward to connecting with you and Girl Scout supporters from across the globe to celebrate all that we have accomplished together—and all the exciting opportunities that lie ahead for our Movement.

Thank you for your dedication and for everything you do for Girl Scouts!

Sincerely,

A handwritten signature in black ink that reads "Kathy Hannan". The signature is fluid and cursive, with a long horizontal line extending from the end.

**Kathy Hopinkah Hannan** National President

# **2014-2017 Girl Scouts of the USA National Board of Directors**

## **OFFICERS**

Kathy Hopinkah Hannan  
Sharon H. Matthews  
Wonya Lucas  
Charles D. (Chuck) McLane Jr.  
Sapreet Kaur Saluja  
Sylvia Acevedo\*

## **NATIONAL BOARD OF DIRECTORS**

Jenny Alonzo	Noorain Khan
Carri Baker	Mina T. Nguyen
Judith N. Batty	Debbie Nielson
Jeanne Kwong Bickford	Susan P. Peters
Anne H. Chow	Norma Provencio Pichardo
Lynn M. Gangone	Nancy A. Reardon
Dineen Garcia	Trooper Sanders
Mónica Gil	Julie Sygiel
Steven F. Gilliland	Sharon I. Wibben
Jeanmarie C. Grisi	Loria B. Yeadon
John Hom	

*\*ex officio, without vote*

# The Girl Scout Promise and Law and the Girl Scout Mission Statement

## The Girl Scout Promise

*On my honor, I will try:*

To serve God and my country,  
To help people at all times,  
And to live by the Girl Scout Law.

## The Girl Scout Law

*I will do my best to be*

honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,

*and to*

respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place, and  
be a sister to every Girl Scout.

## Girl Scout Mission Statement

**Girl Scouting builds girls of courage, confidence, and character,  
who make the world a better place.**

# Basics of the National Council

The National Council is the membership body charged with giving broad policy direction to the future of the Girl Scout Movement in the United States. The National Council's responsibilities, eligibility requirements, composition, and size, and how and when its meetings are held, are outlined in the Congressional Charter and the Constitution of Girl Scouts of the United States of America, as found in *The Blue Book of Basic Documents*.

## The National Council convenes every three years, and its responsibilities are to:

- Elect the officers and other members of the National Board and National Board Development Committee
- Amend the Girl Scout Constitution as needed
- Establish requirements for certificates of membership, council charters, and all other credentials
- Act on proposals to foster and improve Girl Scouting, receive reports of the National Board of Directors, and give guidance to the National Board upon general lines of direction of the Girl Scout Movement and Girl Scout program

## Composition

### The National Council is composed of:

- Delegates elected by chartered Girl Scout councils
- Delegates from USA Girl Scouts Overseas
- Members of the National Board of Directors
- Members of the National Board Development Committee
- Past presidents of Girl Scouts of the USA
- Other persons as may be elected by the National Council

## Delegates

The total number of delegates from councils chartered by GSUSA and USA Girl Scouts Overseas collectively represents four-fifths of the entire membership and may not exceed 1,500. A formula is used to determine how many voting members each council may send to the National Council Session. This same formula is also used to select delegates to represent USA Girl Scouts Overseas.



# Leadership for the 2017–2020 Triennium



## Message from the Chair of the National Board Development Committee

### Dear National Council Member,

The National Board Development Committee (NBDC) is pleased to present the nominee slates for the 2017–2020 National Board of Directors and NBDC. Through an extensive process and with your support, we have selected a highly talented and diverse group of individuals who are deeply committed to the future of the Girl Scout Movement. They recognize the important work that lies ahead to help every girl discover her potential as a go-getter, innovator, risk-taker, and leader, and they are excited to take it on.

The NBDC engaged in a thorough, yearlong process to identify, recruit, and cultivate talent. We received nearly 200 candidate referrals from across the Movement—from councils, alumnae, national staff, and the National Board—and we sought individuals who understand Girl Scouts and how to expand our efforts to a national scale, and who are deeply invested in girls' success. We thank those of you who referred such wonderful candidates, which allowed us to build the best possible slates. Note that the slates meet the requirements outlined in Articles X, XI, and XII of the Constitution of Girl Scouts of the USA (see *The Blue Book of Basic Documents* 2017, pages 11–13) and include a combination of new candidates who offer fresh insight and returning members who bring continuity to the leadership outlined in the *Stewardship Report*, the companion resource to the *Workbook*.

According to Article XII, Section 10, of the Girl Scout Constitution: “Nominations may be made from the floor of the National Council Session provided that notice of such nomination and written consent to serve by the nominee(s) shall have been provided to the President and the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held.” At this National Council Session, elections will be held on Thursday, October 5, during the day session. To make a nomination from the floor, National President Kathy Hopinkah Hannan and National Board Development Committee Chair Mónica Gil must both be notified by email ([floornominations@girlscouts.org](mailto:floornominations@girlscouts.org)) of your intentions no later than 8:30 a.m. on Tuesday, October 3.

The NBDC is confident that you'll find the incoming class of National Board and NBDC members, as you learn more through their bios or by meeting them at the National Council Session, to be more than qualified for the job.

On behalf of the National Board Development Committee, thank you for entrusting us to serve the Girl Scout Movement.

Yours in Girl Scouting,

A handwritten signature in blue ink that reads "M Gil".

**Mónica Gil** Chair, National Board Development Committee (2014–2017)



## National Board of Directors Nominations

### Officer Nominees

**Kathy Hopinkah Hannan**

Wheaton, Illinois

**Sharon H. Matthews**

Charlotte, North Carolina

**Jeanne Kwong Bickford**

Darien, Connecticut

**Charles D. (Chuck)**

**McLane Jr.**

Fort Meyers, Florida

**Noorain Khan**

New York, New York

**Anne H. Chow**

Dallas, Texas

**Wendy Drummond**

Osage County, Oklahoma

**Charlie Garcia**

Boca Raton, Florida

**Dineen Garcia**

Miami, Florida

**Vicki Gardner**

Cincinnati, Ohio

**Valarie A. Gelb**

Middletown, Rhode Island

**Steven F. Gilliland**

Houston, Texas

**Jeanmarie C. Grisi**

Murray Hill, New Jersey

**Karen P. Layng**

Chicago, Illinois

**Rose Littlejohn**

New York, New York

**Sue Major**

San Diego, California

**Cindy Miller**

Atlanta, Georgia

**Mina T. Nguyen**

Boston, Massachusetts

**Debbie Nielson**

Ogden, Utah

**Norma Provencio Pichardo**

Los Angeles, California

**Erika Rottenberg**

San Francisco, California

**Sapreet Kaur Saluja**

Jersey City, New Jersey

**Trooper Sanders**

Washington, District of Columbia

**Becky Schmitt**

Bentonville, Arkansas

**Mary Stengel Austen**

Philadelphia, Pennsylvania

**Suzanne Wade**

San Antonio, Texas

**Loria B. Yeadon**

Mercer Island, Washington

### Member-at-Large Nominees

**Jenny Alonzo**

Sunnyside, New York

**Judith N. Batty**

Washington, District of Columbia

**Cynthia Brinkley**

St. Louis, Missouri

# Leadership for the 2017–2020 Triennium

## National Board Development Committee Nominations

**Charlie Garcia**

Boca Raton, Florida

**Heather Higginbottom**

Washington, District of Columbia

**John Hom**

South Orange, New Jersey

**Sue Major**

San Diego, California

**Debbie Nielson**

Ogden, Utah

**Trooper Sanders**

Washington, District of Columbia

**Teresa C. Younger**

Hartford, Connecticut



## National Board Nominee Bios



### President

**Kathy Hopinkah Hannan, PhD, CPA  
 Wheaton, Illinois**

**National President and Board Chair, GSUSA**

**Global Lead Partner, National Leader:  
 Total Impact Strategy, KPMG LLP**

Dr. Kathy Hannan is the National President and Chairman of the Board of the Girl Scouts of the USA. She also serves on the Advisory Board for the Women Corporate Directors Foundation which promotes and strengthens

women in the boardroom. Kathy is also co-chair of the Thought Leadership and Communication committee for WCD. She also currently serves as a Board member for the Adler Planetarium and the Metropolitan Planning Council and as trustee for the Committee for Economic Development. She recently was appointed as a public member of the Institutional Actions Council of the Higher Learning Commission.

Kathy's tenure in the accounting profession reflects more than 30 years of expertise with a series of leadership roles within KPMG, including Managing Partner of Tax, Vice Chairman of Human Resources, Chief Diversity Officer and Chief Corporate Responsibility Officer. She currently works with the KPMG Board Leadership Center to broaden governance discussions regarding business and society and is the National Leader for Total Impact Strategy.

As a Native American Indian and member of the Ho-Chunk Nation Tribe, Kathy previously served on President George W. Bush's National Advisory Council on Indian Education. She also served as a commissioner on the Ho-Chunk Nation Tribal Employment Rights Office Commission, where she was responsible for guiding the tribe's economic investments, approving development contracts, and reviewing educational programs.

Kathy earned a Bachelor's degree in Accounting and Political Science from Loras College and is a graduate of the Institute of Comparative Political & Economic Systems at Georgetown University. She is also a graduate of the Chicago Management Institute at the University Of Chicago Booth School Of Business and recently earned her PhD at Benedictine University.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Officers



### First Vice President

**Sharon H. Matthews**  
Charlotte, North Carolina

Sharon H. Matthews is senior vice president and head of employee relations at Wells Fargo, a global financial services company. As a human resources executive, she leads a team that provides company-wide employee relations consultation, workplace issue resolution, and strategies to mitigate employment-related risk. Her team is also responsible for reduction-in-force programs, human resources policy governance, and employee

assistance consulting and accommodations management. Sharon is a career human resources professional who joined Wells Fargo in May 2000 after almost 20 years with IBM. She has earned her certification as a Senior Professional in Human Resources, and she is a member of the Society of Human Resources Professionals and a lifetime member of the National Association of African-Americans in Human Resources.

Sharon has been a member of the Girl Scouts of the USA Board of Directors since 2002. She currently serves as first vice president and served previously as international commissioner and chair of the National Board Development Committee. Locally, she is president of the Crown Jewels (NC) Chapter of the Links, Inc., and a member of the board of trustees of Community Link. She is a former member of the Komen Charlotte Board of Directors.

Sharon is a lifetime member of Girl Scouts. Her mother, a schoolteacher, wanted more opportunities for her daughters and so led the effort to bring Girl Scouting to her small Mississippi community when Sharon was 11. Sharon became a Girl Scout Junior and credits her Girl Scout experience with enhancing her confidence, problem-solving, communications, and leadership skills, and providing early exposure to the meaning of diversity and inclusion.



## **Second Vice President**

### **Jeanne Kwong Bickford Darien, Connecticut**

Jeanne Kwong Bickford is a senior partner and managing director at The Boston Consulting Group (BCG), a global management consulting firm and the world's leading adviser on business strategy. BCG partners with clients to identify their highest-value opportunities, address their most crucial challenges, and transform their enterprises. Jeanne serves on the leadership team for BCG's financial institutions practice and co-leads in the area of risk and compliance (North America). She is also a core member of the firm's people and organization practice and leads BCG's Change Enablement Center, which emphasizes capability building in complex program and change management for large, multifaceted transformation programs. Prior to BCG, Jeanne worked at Cornerstone Research in economic and financial consulting. During her time there, she supported precedent-setting litigation with regard to the savings and loan industry bailout.

Jeanne's philanthropic activities emphasize her passion for pursuing gender equality. In the 2014–2017 triennium, she served as a member-at-large of the Girl Scouts of the USA Board of Directors, concurrently participating on its Finance Committee; and as part of her pro bono consulting work, she has supported GSUSA on a range of topics, such as strategy, over the past five years. She is also the mother of two Girl Scouts: a Brownie and a Junior.

Jeanne graduated Phi Beta Kappa and magna cum laude from Harvard University with a Bachelor's degree in economics. She earned her MBA from the Stanford Graduate School of Business and was an Arjay Miller Scholar.



# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Officers



### Treasurer

#### Charles D. (Chuck) McLane Jr. Fort Meyers, Florida

Charles D. (Chuck) McLane Jr. was elected executive vice president by Alcoa's board of directors in September 2007. He was chief financial officer from January 2007 to April 2013. As CFO, Chuck had accountability for Alcoa's finance organization, which includes treasury, controllership, pension, investor relations, tax, audit, and financial planning and analysis. He was also responsible for the global business service group, which provides IT, purchasing, and

business support services globally. For his work during the 2008/2009 financial crisis, *Treasury & Risk* magazine named Chuck one of the "100 Most Influential People in Finance" in 2010.

Chuck joined Alcoa in 2000 as director of investor relations, following Alcoa's acquisition of Reynolds Metals Company. Two years later, he was appointed vice president and corporate controller, with responsibilities for Alcoa's business support services and transactional service functions, including procurement, financial shared services, environment, health and safety services, and corporate aircraft operations. Prior to joining Alcoa, Chuck worked for Reynolds Metals for 27 years in a series of financial roles, including division controller. In 1990, he was named director of finance and administration for Reynolds' Global Can business unit. In 1995, he became assistant controller, and in 1999, assistant treasurer.

Chuck serves on the Girl Scouts of the USA Board of Directors as treasurer and chair of its Finance Committee, and he previously served on the boards of the Alcoa Foundation, Sapa AB, and Alcoa World Alumina. He was also a member of the Conference Board's Council of Financial Executives Institute and a member of the CFO Board Academy.

Chuck earned both a Bachelor's and Master's degree in accounting from Virginia Commonwealth University in 1978 and 1984, respectively. He attended an executive program at the University of Virginia's Darden School of Business in 1988 and the Wharton School of Business at the University of Pennsylvania in 1995.



## Secretary

**Noorain Khan**  
**New York, New York**

Noorain Khan is the program officer in the Office of the President of the Ford Foundation, where she is responsible for the strategy and management of the grant-making portfolio of the foundation's president. Before joining Ford in 2015, Noorain was chief of staff at education nonprofit Teach For All, a global network of organizations in 35 countries. Prior to that, she was a corporate attorney at Wachtell, Lipton, Rosen & Katz, advising clients on cross-

border mergers and acquisitions and corporate governance. Noorain has also worked on the global public policy team at Google, as a contributing researcher at Jezebel, and as a law clerk in the civil appellate section of the U.S. Department of Justice. She appeared on the *Forbes* "30 Under 30" list for law and policy in 2014 and is a term member of the Council on Foreign Relations.

A former girl member, Noorain is also a Girl Scout Gold Award recipient and past National Young Woman of Distinction. And as a national operating volunteer, she spent three years leading the girl-planning efforts to commemorate Girl Scouts' 100th anniversary in 2012.

Noorain earned a Juris Doctor degree from Yale Law School, where she was a PD Soros Fellow; an MPhil in migration studies from Oxford, where she was a Rhodes Scholar; and her Bachelor's degree with high honors from Rice University.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Jenny Alonzo | Sunnyside, New York

A recognized leader with expertise in marketing, digital development, advertising and promotions, and multicultural markets, Jenny Alonzo has worked on strong brands that include Lifetime Television Networks, NBC, BET, IBM, and the *Wall Street Journal*. Currently executive-producing a slate of film and television properties, she also provides confidential and strategic advisory to C-level executives at top-tier outlets and television networks. Immediately prior to her current producing role, Jenny served as CMO and special consultant to NuvoTV/Fuse’s CEO, overseeing all marketing, digital, and public relations for the network—the first English-language television network for the modern U.S. Latino, which partnered with global celebrity and entrepreneur Jennifer Lopez to develop, produce, and market content for this coveted audience. Jenny has been featured as a *Broadcasting & Cable* “Fifth Estater” and in the *New York Times*, *DiversityInc*, *Black Enterprise*, and *Hispanic Business*. She has moderated and participated on panels at major conferences, including those of the Internet & Television Association, Cable & Telecommunications Association for Marketing, PromaxBDA, and *Black Enterprise* (Women of Power Summit), and at congressional caucuses, corporate events, and film festivals. Jenny has been recognized for her work with honors that includes a spot on *Hispanic Business* magazine’s 2006 “Top 100 Most Influential Hispanics” list. She is a member of the St. John’s University College of Professional Studies Advisory Board, serves on the Girl Scouts of the USA Board of Directors, and co-chairs The Nielsen Company’s Latino Advisory Council. Jenny is also an advocate and volunteer for the Young Adult Institute, a national organization serving the needs of the mentally and physically challenged community.



### Judith N. Batty | Washington, District of Columbia

Judith Batty is a retired attorney who served as an executive at Exxon Mobil Corporation for more than 28 years. She is experienced in structuring and negotiating complex international acquisitions, divestitures, and market entry. She was also the first female and first African American to serve as general counsel of ExxonMobil’s 3,000-employee, publicly traded Japanese affiliate. Active in several professional and charitable organizations, she has held numerous committee and officer positions on nonprofit boards. Judith currently chairs the governing board of trustees of Arena Stage, a not-for-profit resident theater in Washington, DC. She also serves on the boards of Girl Scouts of the USA and the Links Foundation, Incorporated (The Links, Incorporated, is one of the largest African American women’s service organization in the U.S.) and on the board of trustees of Levine Music, an accredited multicampus music center. Judith, who has lived in New York, Dallas, London, and Tokyo, received her BA from New York University College of Arts and Sciences in 1978 and her JD from New York University School of Law in 1981.





**Cynthia Brinkley | St. Louis, Missouri**

Cynthia Brinkley is an executive and board director whose experience spans highly regarded blue-chip corporations and civic organizations, as well as multiple functional disciplines including human resources, talent development, culture change, acquisition integration, public and regulatory/legislative affairs, and business leadership. Cynthia is Centene Corporation’s executive vice president, Global Corporate Development, overseeing business development, mergers and acquisitions, government relations, international operations, and business integration activities. Prior to Centene, she was vice president, Global Human Resources, for General Motors, and before that, she served as senior vice president of talent development and as chief diversity officer at AT&T. She led the creation of AT&T University, a world-class, innovative, and award-winning set of campuses and curricula that reaches more than 100,000 managers annually. Also under Cynthia’s leadership, AT&T ranked in the first five of *DiversityInc’s* “Top Companies for Diversity.” As part of her longstanding dedication to community, she sits on the boards of the Missouri History Museum, Forest Park Forever, National Oasis Institute, University of Missouri Trulaske School of Business, and Energizer. Among Cynthia’s many recognitions, she was named a Woman of Influence by Webster University, awarded Coro’s John H. Poelker Leadership Award, and named Arkansas Business Leader of the Year. She was also one of 50 business leaders selected by the U.S. Secretary of Defense to review worldwide military operations. Cynthia holds a Bachelor’s degree in journalism from the University of Missouri and a Bachelor’s degree in political science from Truman State University.



**Anne H. Chow | Dallas, Texas**

Anne H. Chow leads more than 6,500 professionals accountable for small- and mid-sized business customers across the United States. She and her team are responsible for AT&T’s full suite of solutions and end-to-end customer experience serving this vital market segment. Anne also owns the profit-and-loss, covering roughly \$15 billion in revenue and approximately 95 percent of AT&T’s business customers. With more than 25 years in the industry, Anne has led many diverse organizations through major transformations, successfully developing and executing innovative growth strategies. She is passionate about education, diversity and inclusion, women’s advancement in technology, and cultivating our next generation of leaders. Anne is known for building and promoting world-class teams and developing role-model leadership. And her impact extends beyond business; she has been a member of Cornell University’s President’s Council of Cornell Women, currently serves as vice chair of the board of directors for the Asian American Justice Center, and recently joined the board of directors for Franklin Covey Co. Anne has been recognized with accolades and awards by the YWCA-NYC Academy of Women Leaders and the Women’s Center for Entrepreneurship Corporation, and she was named in Diversity Journal’s “Women Worth Watching” and in the Global Telecoms Business “50 Women to Watch” in 2017. Anne holds a master’s degree in business administration with distinction from the Johnson School at Cornell University, and a bachelor of science and master of engineering degree in electrical engineering from Cornell. She also graduated from the pre-college division of the Juilliard School of Music in New York City.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Wendy Drummond | Osage County, Oklahoma

Wendy Drummond has a diverse professional life. She is the president of Premier Locations, U.S. Cellular's largest national agent, with stores in seven states. As a principal owner of Blue Sky Bank, she is actively engaged in growing the customer base. By trade she is an attorney with a practice in Pawhuska, Oklahoma. She also owns HR360, LLC, a human resources outsourcing company. Finally, Wendy is co-owner and manager of POSTOAK Lodge, a retreat center nestled in the scenic Osage Hills. For 23 years, Wendy has been a key fundraiser for many nonprofits and served on numerous boards, including Girl Scouts of Eastern

Oklahoma, Big Brothers Big Sisters of Oklahoma, Habitat for Humanity of Greater Brewton, Tulsa Botanic Garden, Tulsa Ballet, Emergency Infant Services, Transitional Living Centers of Oklahoma, and Visit Tulsa. She is the chair of Tulsa's Film, Music, Arts, and Culture Commission and a trustee for the Tulsa Performing Arts Trust. Growing up in California, Wendy was an active Girl Scout. Many of her best memories come from her summers at Girl Scouts camps. She attributes her ability to navigate through adversity and her leadership skills to her Girl Scouts experience. Her mantra, "great leaders make great leaders," began with Girl Scouts and continues today in her role as a leader in her businesses and community endeavors.



### Charlie Garcia | Boca Raton, Florida

Charlie Garcia is the CEO of the Association of Latino Professionals for America (ALPFA), whose purpose is connecting Latino leaders for impact. Founded in 1972, ALPFA has more than 80,000 members assembled in 44 professional and 160 student chapters. From 2006 to 2011, Charlie was appointed by both President George W. Bush and President Barack Obama to be the chairman of the Board of Visitors for the U.S. Air Force Academy, overseeing all operations at the academy. Charlie has worked for four presidents—both Democratic and Republican—and served on high-profile federal and state government boards. From 2001 to 2006, former Florida Governor Jeb Bush

appointed Charlie as one of seven members of the Florida State Board of Education, overseeing all public education in Florida with an annual budget of \$15 billion. In 1997, he founded Sterling Financial Group, a privately held financial services firm, which he grew from a small business to 60 offices in seven countries and \$2 billion in assets prior to selling it in 2005. The company was named by *Inc.* magazine as the eighth-fastest growing privately held company in the United States, and Charlie was named entrepreneur of the year by three national organizations. He was awarded the Distinguished Public Service Medal by the secretary of the Air Force, who credited Charlie with leading "a historic transformation of the board." Charlie serves on the national board of Junior Achievement and has authored two bestselling leadership books: *A Message from Garcia* (John Wiley, 2003) and *Leadership Lessons of the White House Fellows* (McGraw Hill, 2009). Charlie has a bachelor of science degree from the U.S. Air Force Academy, a master of public administration degree from the University of Oklahoma, and a juris doctor degree from Columbia Law School.



**Dineen Garcia | Miami, Florida**

Dineen Garcia is vice president of diversity and inclusion strategies at Macy’s, Inc. She has national responsibility for Macy’s diversity efforts within the Asian and Latino communities. Dineen acts as a Macy’s brand ambassador and liaison; she focuses on leveraging diversity through recruitment efforts, collaborations with minority and women vendors, and opportunities for Macy’s to engage with the communities where it does business. Before her current position, Dineen was the general counsel of PACO Group, Inc., a construction/project management firm. Dineen practiced law beginning in 1993 as a prosecutor in New York City. In 2015, Dineen was named one of *People en Español’s* “25 Mas Poderosas” and was profiled by *Diario Las Americas Entre Mujeres*. In 2014, she received the Glass Ceiling Award from the National Diversity Council as well as a Leadership Award for Marketing/Diversity Initiatives from the South Florida Hispanic Chamber of Commerce. Earlier Dineen was recognized by *Hispanic Business* as a 2013 *Corporate Elite: Top 25 Executive*. She currently sits on the Girl Scouts of the USA Board of Directors, the Hispanic Federation Board, and the corporate advisory board of the Cuban National Council. In 1993, Dineen earned her Juris Doctor degree from New York Law School, and in 1989, she earned a Bachelor of Arts degree from C.W. Post/Long Island University. Her bar admissions include the New York State Supreme Court, U.S. District Court for the Southern and Eastern Districts of New York, and Florida State Supreme Court.



**Vicki Gardner | Cincinnati, Ohio**

Vicki Gardner serves as the senior vice president of sales operations for Nielsen. In this role, she is responsible for partnering with commercial organizations across North America, Europe, and Australia to transform our commercial approach. Previously, Vicki led global business services for North America, where she was responsible for areas such as data acquisition, operations, and technology. This included ownership for quality, delivery, and innovation development for North America. Vicki joined Nielsen in 1995 and has held positions of increasing responsibility on the innovation analytics team. This experience culminated in her leading the division for North America. In addition to working with a wide variety of consumer packaged goods manufacturers in the United States, Vicki lived in Belgium, consulting on new products in Europe, the Middle East, and Africa. During her tenure, she has worked in business process improvement, with a focus on quality improvement and cycle time reduction for Nielsen’s global operations. She is a certified master black belt, and for five years, she led her oldest daughter’s Girl Scout troop. Vicki holds a Bachelor’s degree from Wittenberg University and a Master’s degree from the University of Cincinnati.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Valarie A. Gelb | Middletown, Rhode Island

Valarie A. Gelb is the CEO of Gelb Global Business Growth Advisors, which provides viable business and brand strategies to corporations and nonprofits around the world. She leverages her passion and prior senior executive experience as chief sales development officer and executive vice president at MasterCard Worldwide to mentor and enhance the businesses of women. Previously, Valarie served as the CEO for the Global Fund for Women, a champion for the human rights of women and girls around the world. She participated for five years in Girl Scouts of Connecticut's Camp CEO and advanced STEM for the girls through solar lighting projects. Her passions for entrepreneurs and the growth of commercially viable businesses are evident in the board positions in which she serves. Valarie is on the board of MPOWERD, a consumer solar lighting company developed to empower the 1.5 billion people in the world who still live without electricity and to enhance lives in the developed world. She also serves on the advisory board of Level Up Village, a developer of STEM curriculum, creating peer-to-peer collaborative interactions between global and U.S. students. Valarie was past president and is currently president emeritus of the International Women's Forum CT. She was appointed by the governor of Connecticut to the board of Connecticut Innovations, a leading source of financing for the state's growing tech companies, and she's a cofounder of the Women Entrepreneurs Empowerment Forum, now in its fifth year, mentoring and developing women in the growth of their businesses. Valarie holds an MBA degree and an undergraduate business degree with emphasis in finance and economics from Baldwin Wallace University.



### Steven F. Gilliland | Houston, Texas

Steve F. Gilliland is the founder, president, and chief executive officer of Federal Power Company, LLC, an independent power development and management organization. Prior to founding Federal Power, he was with Duke Energy, most recently as senior vice president/chief restructuring officer, MOX, where he was charged with reducing shareholder liability and overall project risk in the mixed-oxide weapons-grade-plutonium program of the U.S. Department of Energy. Steve has also led the corporation as senior vice president of asset management for its wholesale energy business, Duke Energy North America (DENA), and as president of Duke's independent power subsidiary. Before joining Duke, he spent a year as president and chief executive officer of Proler International Corporation. In addition, Steve has held executive positions with CRSS Capital, Inc. (now SUEZ North America) and Transco Power Company. During his career, he has overseen the development and strategic direction of power generation and energy assets totaling more than \$15 billion.





**Jeanmarie C. Grisi | Murray Hill, New Jersey**

Jeanmarie C. Grisi is CIO of Global Pensions and president of the in-house asset-management organization responsible for the investments of the Nokia (formerly Alcatel-Lucent) U.S. pension and postretirement benefit trusts, totaling over \$37 billion. She oversees a team of 40 employees in New Jersey, Boston, Munich, Paris, and Holland. In 2013, Jeanmarie was named to *aiCIO* magazine’s “Chief Investment Officer Power 100” list. In 2014, she was nominated by *Institutional Investor* for an inaugural Intelligence Award for Thought Leadership in the Investment Management Industry. In 2016, Jeanmarie received an Investors Intelligence Award for Excellence in Risk Management.

In 2017, she was named CIO of the Year by *Institutional Investor*. Jeanmarie serves on the Girl Scouts of the USA Board of Directors and chairs its investment subcommittee, and is a director of CMMB, an international healthcare service organization; treasurer of the Committee on Investment of Employee Benefit Assets; trustee of the Lucent Supplemental Healthcare Benefits Trust; and director of the Managed Funds Association.



**Karen P. Layng | Chicago, Illinois**

Karen P. Layng is the chief strategy officer, general counsel, and secretary to the board of Scheck Industries. Prior to Scheck, she was a shareholder and board member at the Chicago law firm Vedder Price, where she was the first woman chair of its Compensation Committee, chaired the construction practice, and served as the litigation practice leader. As a construction industry thought leader, Karen has been selected to serve on the Leading Lawyers Network Advisory Board, which named her a “Leading Lawyer” and one of the “Top 100 Women Business Lawyers.” She was the first woman

president in 50 years of the Seventh Circuit Bar Association and has been featured in *Leading Lawyers Magazine*, the *Women’s Edition*, and *Construction Today*; ranked in *Chambers USA*; and recommended in the *Legal 500 U.S.* Karen often lectures on construction and ethics topics for the Construction Super Conference and AAA, and she is a faculty member of the ABA Forum Trial Academy. A Girl Scout alumna, she served as board chair for Girl Scouts of Greater Chicago and Northwest Indiana and was the leader of her Gold Award recipient daughter’s troop.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Rose Littlejohn | New York, New York

Rose Littlejohn is the managing director for business services at PricewaterhouseCoopers (PwC), responsible for U.S. security, meeting and event services, and travel organizations. She is also responsible for the strategic design and implementation of the firm's travel and meetings program. Prior to joining PwC, Rose was the director of global security and the ethics officer for American Standard Co. and the global security senior manager responsible for Europe, the Middle East, and Africa at Avon Products. Rose has been a dedicated and active board member of

Girl Scouts of Greater New York since 2007, serving as board chair (2016–present), board president (2012–2016), executive committee member (2012–present), and co-chair of strategic planning (2014–present). In addition, Rose is involved in professional organizations within the corporate security industry. She serves on the advisory board of Pace University's management program for safety and homeland security professionals (2010–present) and the advisory board for the Dyson School of Pace University (2013–present). She also chaired the U.S. Secretary of State's Overseas Security Advisory Council for security awareness and innovation (2003–2006) and is a member of the Domestic Security Advisory Council, where she serves on the Strategic Planning and Operations Committee. Rose chaired the Economic Crime Council of the American Society of Industrial Security and was the program leader for the International Security Management Association's Georgetown University leadership program. Additionally, she served on the board of directors of the International Security Management Association (2008–2012). Rose holds a Bachelor's degree in business management, a Master's degree in business administration, and a Doctorate degree in organizational leadership from the University of Phoenix. She is also a graduate of the Cornell University College Program and holds the designation of certified fraud examiner.



**Sue Major | San Diego, California**

Susan Major is the Founder and CEO of Major Executive Search, a global retained search firm based in San Diego. She specializes in the wireless, telecom, software, and semiconductor sectors, serving entities that range from Fortune 500 companies to startups. She has 15-plus years of search experience, including C-level executive placements for public and emerging, pre-IPO corporations. Prior to establishing Major Executive Search, Sue opened San Diego's first top-ten search office for A.T. Kearney Executive Search. Backed by expertise in the technology industry and global high-growth companies, as an executive at Motorola she introduced numerous technology products, including cellular handsets and a first-generation PDA smartphone. At Ameritech, Sue led the marketing efforts that expanded the company's paging and wireless data services. Additionally, she has been awarded two patents in wireless messaging. Also active in community service, Sue serves as a Board Member for the Global Telecom Women's Network and on a number of private boards including those of Northeastern University, Foundation of the Zoological Society of San Diego, and the La Jolla Music Society. Sue graduated from Northeastern University with an MBA and a Bachelor of Arts in Political Science.



**Cindy Miller | Atlanta, Georgia**

Cindy Miller is a 29-year UPS veteran, beginning her career as a package car driver in Allentown, Pennsylvania. She became president of UPS Global Freight Forwarding in April 2016. Cindy manages the freight forwarding business units encompassing International Air Freight, North American Air Freight, Ocean Freight, and Customs Brokerage Operations. Previously, she served as president of UPS Europe, having spent eight years living abroad. She oversaw and was responsible for all UPS operations in the nearly 60 countries and territories across Europe. In this role, Cindy guided UPS through several mergers and acquisitions and oversaw network expansions including the \$200 million expansion of the UPS Cologne Gateway. (Cologne is UPS's largest operation outside the United States.) She also oversaw UPS's successful execution of the logistics for the London 2012 Olympic and Paralympic Games, for which UPS was the official logistics and express delivery provider. Cindy was an active member of the European Executive Council, vice chair of the executive committee of the American Chamber of Commerce to the European Union, and a board member of the American Chamber of Commerce in Belgium. She holds a Bachelor of Arts in business and humanities from Penn State University.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Mina T. Nguyen | Boston, Massachusetts

Mina T. Nguyen is currently a managing director at AQR Capital Management, where she leads the firm's global corporate policy initiatives and serves as senior advisor to the executive team. Prior to joining AQR Capital, Mina served as deputy assistant secretary at the U.S. Department of the Treasury and director of public liaison at the U.S. Department of Labor. She leads AQR Capital's philanthropic efforts and serves on the Girl Scouts of the USA Board of Directors; she is also the director of foreign missions on the board of World Health Ambassadors. Mina earned an MBA from Harvard Business

School and a Bachelor's degree from the University of California Berkeley.



### Debbie Nielson | Ogden, Utah

Debbie Nielson's career with The West Bend Company took her to New York, New York, and later to Ogden, Utah. For 23 years, Debbie and her husband operated a successful wholesale supplier business for home improvement products in Utah and Idaho. A lifetime member of Girl Scouts, Debbie has served as a Girl Scout volunteer for 35 years, beginning as a troop leader for her daughter's troop, and later becoming a board member at Girl Scouts of Utah and serving as its president for six years. Under Debbie's leadership, Girl Scouts of Utah created a strategic board development committee,

protected and enhanced its camp properties, conducted a capital campaign, and brought a triennial Girl Scout convention to Salt Lake City in 2014. Debbie has also served on national governance task groups for GSUSA and as interim CEO for the Utah council. She has been recognized by the Lieutenant Governor's office in Utah and the local chamber of commerce in Ogden for her volunteerism and philanthropic efforts. Debbie currently serves on the Girl Scouts of the USA Board of Directors and chairs the Pension Advisory Committee.





**Norma Provencio Pichardo | Los Angeles, California**

Norma Provencio Pichardo is an arts and entertainment executive, specializing in nonprofit management with a concentration on education and mentoring programs. She has consistently delivered unprecedented results in leadership, partnerships, fund development, and strategic planning for entertainment nonprofits. As Executive Director at the Television Academy Foundation, she has been committed to the engagement, advancement, and education of storytellers, to forge rewarding careers in every area of television. As a visionary, she has been integral to the Television Academy Foundation's growth and development, has increased its national footprint, forged new partnerships, and has challenged conventional thinking along the way. She has received recognition for excellence in programming, and for her leadership and commitment to higher education and diversity. Prior to joining the Academy, she served as Executive Director of Workplace Hollywood, an organization designed to ensure that historically underrepresented communities can successfully compete for and gain access to jobs and business opportunities in the entertainment industry. Earlier in her career, Norma served as a western region executive at the Emma Bowen Foundation, a media diversity initiative, and was CFO at the Fulfillment Fund, a nationally recognized model mentoring, scholarship, and college access program. She has been named one of the "Most Powerful and Influential Latinos in Entertainment" by Imagen Foundation and is listed in Entertainment Power Players. Norma serves on CSU Chancellor's Entertainment Council, the Girl Scouts of the USA Board of Directors, the Alliance for Women in Media Advisory Council, and the LA County Arts Commission, appointed by Supervisor Hilda Solis.



**Erika Rottenberg | San Francisco, California**

Erika Rottenberg has more than 20 years of operational executive officer experience at successful disruptive global technology companies. Most recently, from an operational perspective, Erika was Vice President, General Counsel, and Secretary of LinkedIn, where she was a member of the company's foundational team and built and led the company's global legal affairs, privacy, and public policy teams. Erika's LinkedIn "Legal Eagles" were honored by the *Financial Times* as one of the "Top 10 Global Most Innovative Legal Departments" and by the Association of Corporate Counsel with its Corporate ProBono Award. As an executive and general counsel, Erika was named one of the "50 Most Powerful Women in Technology," the *Financial Times'* Most Innovative Lawyer of the Year, and the San Francisco Bay Area's Best General Counsel. Erika began her legal career at the Silicon Valley-based law firm of Cooley LLP, where she practiced corporate and employment law. Prior to becoming a lawyer, she taught special education and was a teacher advocate in Anchorage, Alaska. Erika serves on the boards of NYSE-listed Twilio and NASDAQ-listed Wix. Erika also serves on the boards of the Center for Democracy and Technology, a global organization that advocates for the free, open, and innovative internet; and the Silicon Valley Law Foundation, the largest provider of pro bono legal services in Silicon Valley. Additionally, Erika has been a Girl Scouts of Northern California Board member since 2012. Erika earned her JD from the University of California Berkeley and a BS in special and elementary education from the State University of New York at Geneseo. Erika was an active Girl Scout in elementary and high school in Maryland, and her favorite memories center around the outdoors, which is still a source of significant joy.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Sapreet Kaur Saluja | Jersey City, New Jersey

Since 2009, Sapreet Kaur Saluja has been executive director of the Sikh Coalition, an organization that safeguards the civil and human rights of all people and promotes a world where Sikhs can freely practice and enjoy their faith. Throughout Sapreet's tenure, the organizational budget and full-time staff have tripled, resulting in the largest and most impactful Sikh civil rights organization in the United States. Although Sapreet focuses on the overall strategy and direction of the Sikh Coalition, she has also played a direct role in navigating its multifaceted work to end religious discrimination by the United States'

largest employer and in launching groundbreaking projects, such as National Day of Seva, the Sikh Project, the inclusion of Sikhism in state education standards, and California's Sikh Awareness and Appreciation Month. As the first Sikh to speak at a presidential inaugural prayer service, she maintains a full public speaking schedule. Before joining the Sikh Coalition, Sapreet served as the managing director of strategy at Teach For America. She currently sits on the Girl Scouts of the USA Board of Directors as secretary and international commissioner and serves as secretary on the board of directors for the Desmond Tutu Peace Foundation. Previously, Sapreet served on the board for the World Association of Girl Guides and Girl Scouts. A Girl Scout Gold Award recipient and lifetime member, she credits her Girl Scout journey with helping to shape her character and develop her leadership skills. Sapreet served in the Peace Corps from 1998 to 2001 in Uganda and Kenya and is a graduate of the Stern School of Business at New York University, with a dual degree in marketing and international business.



### Trooper Sanders | Washington, District of Columbia

Trooper Sanders has been a social entrepreneur and advocate for 20 years. He is the founder of Wise Whisper, a business, program, and political brand development practice that serves companies and nonprofit organizations tackling social challenges. Previously, Trooper served as a senior advisor and deputy director of policy to First Lady Michelle Obama. Before joining the Obama administration, Trooper was domestic policy adviser to former U.S. President Bill Clinton and oversaw the Clinton Foundation's domestic initiatives spanning economic opportunity and children's health. During the 2004 election cycle, Trooper founded a voting rights initiative. He

has worked for the American Constitution Society; the anticorruption nonprofit Transparency International; and Ashoka, a global investor in social entrepreneurs. After September 11, Trooper led the creation of HOPE Coalition America, an effort providing pro bono financial counseling to people economically affected by disasters. His government service began as a White House policy advisor to Vice President Al Gore and Second Lady Tipper Gore. He began his international work as a policy analyst with the Prince of Wales's Business Leaders Forum. Trooper has a Master's degree from the London School of Economics, has studied law at the University of London, and has a Bachelor's degree from the University of Michigan. He is currently pursuing a doctorate in intelligence studies.



**Becky Schmitt | Bentonville, Arkansas**

As senior vice president of global people, Becky Schmitt leads human resources for Walmart’s U.S. ecommerce businesses, global business services, and enterprise corporate function organizations, with locations throughout the United States, Central and South America, and Asia. She drives direction and leadership in the areas of talent development and acquisition, change management, and organizational design. Becky has more than 20 years of experience designing and delivering human resources solutions across 50-plus countries in all aspects of the employee lifecycle. She joined Walmart in 2016 as vice president of human resources for technology. Prior to joining Walmart, Becky served as Accenture’s North America human resources service delivery lead, where she was responsible for all stages of the employee lifecycle for 47,000 employees in more than 58 locations. During her time at Accenture, Becky was a human resources business partner responsible for the company’s Indian delivery centers; systems, applications, and products practices; and Asia-Pacific communications and high-tech industry. Earlier in her career, she held human resources generalist roles in Detroit, Michigan, spanning from local campus recruiting to supply and demand management to key executive support. Becky received her BA from the University of Michigan in Ann Arbor.



**Mary Stengel Austen | Philadelphia, Pennsylvania**

In 1989, Mary Stengel Austen cofounded the Tierney Group, a predecessor to today’s Tierney and one of the mid-Atlantic’s largest communications agencies. With offices in Philadelphia, Harrisburg, and New York City, Tierney represents industry leaders, including Choice Hotels, QVC, Independence Blue Cross, McDonald’s, PECO, TD Bank, AmerisourceBergen, and Verizon. Mary serves on the board of directors for nonprofits Alex’s Lemonade Stand Foundation, the Greater Philadelphia Chamber of Commerce, and the United Way of Greater Philadelphia and Southern New Jersey. She has served on the board of Girl Scouts of Eastern Pennsylvania since 2012, including as chair from 2015 to 2017. Mary is a member of the World Presidents Organization, the Pennsylvania Women’s Forum, the Pennsylvania Forum of Executive Women, and the Union League of Philadelphia. She has been recognized for her philanthropic efforts by the Salvation Army, Police Athletic League, SmartCEO, the Pennsylvania League of Women Voters, the American Heart Association, and United Way. In 2010, she was the recipient of the Greater Philadelphia Chamber of Commerce’s Paradigm Award, the region’s most prestigious award for businesswomen. She was also named, by Governor Tom Wolf and First Lady Francis Wolf, a 2016 Distinguished Daughter of Pennsylvania, an award that honors women who have shown distinguished service through a professional career and voluntary service. Mary received her BA in English and Government/Law from Lafayette College, where she completed a five-year term on the board of directors.

# Leadership for the 2017–2020 Triennium

## National Board Nominee Bios Members-at-Large



### Suzanne Wade | San Antonio, Texas

For the last 15 years, Suzanne Wade has led H-E-B Grocery Company's largest division as president of San Antonio Food Drug Stores, encompassing more 200 stores and approximately 50,000 H-E-B partners. She first joined H-E-B in 1997 as the group vice president of sales and advertising and subsequently held positions in the Own Brand and Human Resources departments. Today Suzanne serves on H-E-B's senior leadership team and the board of directors. Suzanne began her career teaching fashion merchandising in Oklahoma. Prior to H-E-B, she spent 11 years at Walmart, serving as senior vice president of human resources and then senior vice president of Sam's Club. She has served on numerous retail advisory boards and led many community initiatives during her retail career. Suzanne is the past chair of the United Way Women's Leadership Council and the founding chair of Teach for America for the San Antonio region. She is currently chair of Young Women's Leadership Academy Foundation. Most importantly, Suzanne is a lifelong Girl Scout. In 2014, she was honored with the coveted Trefoil Award by Girl Scouts of Southwest Texas, and in 2017 inducted into the San Antonio Women's Hall of Fame. Suzanne is passionate about inspiring young women to achieve their dreams. She has an MBA from the University of Oklahoma and a BS in business administration from Oklahoma State University. Suzanne completed the Harvard Business School's Advanced Management Program in 2000.



### Loria B. Yeadon | Mercer Island, Washington

Loria B. Yeadon is CEO of Yeadon Intellectual Property. Previously, she served as executive vice president and leader of Intellectual Ventures' Invention Investment Fund, CEO and chairwoman of the Board of Honeywell Intellectual Properties Inc., and the chief intellectual property litigation counsel and senior intellectual property counsel at Honeywell International Inc. Early in her career, Loria served as senior counsel and a fiber optics engineer for Telcordia Technologies, Inc. (formerly Bellcore). She is a member of the Advisory Board of Blaze Mobile; first vice chair and a member of the Executive, Audit, and Nominating Committees and board of directors of Legal Momentum (the Women's Legal Defense and Education Fund); a member of the Girl Scouts of the USA Board of Directors and a member of GSUSA's Movement Strategy Advisory and Audit Committees; a member of StolenYouth's board of directors; and an advocate for ending campus sexual assault and youth sex trafficking. She also serves on the board of trustees for the School of Engineering and Applied Sciences at the University of Virginia. Loria is a member of the American Bar Association, the WomenCorporateDirectors Foundation, and the Jefferson Scholars National and Regional Selection Committees. She received her JD magna cum laude from Seton Hall School of Law, her MS in electrical engineering from Georgia Institute of Technology, and her BS in electrical engineering with distinction from the University of Virginia. She is admitted to practice law in New Jersey, New York, and Washington and is registered to practice before the U.S. Patent and Trademark Office.



## National Board Development Committee Nominee Bios



### Charlie Garcia | Boca Raton, Florida

Charlie Garcia is the CEO of the Association of Latino Professionals for America (ALPFA), whose purpose is connecting Latino leaders for impact. Founded in 1972, ALPFA has more than 80,000 members assembled in 44 professional and 160 student chapters. From 2006 to 2011, Charlie was appointed by both President George W. Bush and President Barack Obama to be the chairman of the Board of Visitors for the U.S. Air Force Academy, overseeing all operations at the academy. Charlie has worked for four presidents—both Democratic and Republican—and served on high-profile federal and state government boards. From 2001 to 2006, former Florida Governor Jeb Bush appointed Charlie as one of seven members of the Florida State Board of Education, overseeing all public education in Florida with an annual budget of \$15 billion. In 1997, he founded Sterling Financial Group, a privately held financial services firm, which he grew from a small business to 60 offices in seven countries and \$2 billion in assets prior to selling it in 2005. The company was named by *Inc.* magazine as the eighth-fastest growing privately held company in the United States, and Charlie was named entrepreneur of the year by three national organizations. He was awarded the Distinguished Public Service Medal by the secretary of the Air Force, who credited Charlie with leading “a historic transformation of the board.” Charlie serves on the national board of Junior Achievement and has authored two bestselling leadership books: *A Message from Garcia* (John Wiley, 2003) and *Leadership Lessons of the White House Fellows* (McGraw Hill, 2009). Charlie has a bachelor of science degree from the U.S. Air Force Academy, a master of public administration degree from the University of Oklahoma, and a juris doctor degree from Columbia Law School.



### Heather Higginbottom | Washington, District of Columbia

Heather Higginbottom serves as CARE USA’s chief operating officer. She leads overall operations throughout the organization and is responsible for day-to-day execution of CARE USA’s strategy, including the Campaign 2020 initiative. Prior to joining CARE, Heather served as the first female deputy secretary of state and managed operations and foreign assistance programming for the U.S. Department of State and USAID. Prior to that role, Heather was deputy director of the White House’s Office of Management and Budget, where she served as the chief operating officer and a principal architect of the federal budget and as deputy assistant to the president and deputy director of the Domestic Policy Council. Heather has also held senior positions on Capitol Hill and on two presidential campaigns. She holds a BA in political science from the University of Rochester and a master’s degree in public policy from the George Washington University.

# Leadership for the 2017–2020 Triennium

## National Board Development Committee Nominee Bios



### John Hom | South Orange, New Jersey

John Hom is vice president of talent consulting at Prudential Financial, Inc. In his role, he leads Prudential's internal organizational effectiveness consulting team. John consults directly with clients to identify new growth opportunities and to significantly improve employee engagement scores and operational efficiencies. Previously, he was the senior vice president of talent management at Merrill Lynch/Bank of America, where he was responsible for talent management for multiple functions representing 11,000 employees globally. In this role, he led leadership development, training, succession management, and internal mobility in the United States, Europe, and Asia. Prior to Merrill Lynch, John was a senior consultant at the Hay Group, where he specialized in improving sales force effectiveness, consulting dozens of sales organizations at Fortune 500 companies across multiple industries. John also worked at Salomon Brothers on both its strategy consulting team and mergers and acquisition group. In these roles, he worked extensively with different business units on revenue-generating projects, including developing the company's Latin American strategy and identifying long-term equity investments. He also held various operational roles at Lehman Brothers and Chase Bank. John is currently a member of the Girl Scouts of the USA Board of Directors and a co-chair of GSUSA's Executive Development and Compensation Committee. John graduated from Cornell University with a BA in economics. He also holds an MBA in finance and international business management from New York University's Stern School of Business.



### Sue Major | San Diego, California

Susan Major is the Founder and CEO of Major Executive Search, a global retained search firm based in San Diego. She specializes in the wireless, telecom, software, and semiconductor sectors, serving entities that range from Fortune 500 companies to startups. She has 15-plus years of search experience, including C-level executive placements for public and emerging, pre-IPO corporations. Prior to establishing Major Executive Search, Sue opened San Diego's first top-ten search office for A.T. Kearney Executive Search. Backed by expertise in the technology industry and global high-growth companies, as an executive at Motorola she introduced numerous technology products, including cellular handsets and a first-generation PDA smartphone. At Ameritech, Sue led the marketing efforts that expanded the company's paging and wireless data services. Additionally, she has been awarded two patents in wireless messaging. Also active in community service, Sue serves as a Board Member for the Global Telecom Women's Network and on a number of private boards including those of Northeastern University, Foundation of the Zoological Society of San Diego, and the La Jolla Music Society. Sue graduated from Northeastern University with an MBA and a Bachelor of Arts in Political Science.



**Debbie Nielson | Ogden, Utah**

Debbie Nielson’s career with The West Bend Company took her to New York, New York, and later to Ogden, Utah. For 23 years, Debbie and her husband operated a successful wholesale supplier business for home improvement products in Utah and Idaho. A lifetime member of Girl Scouts, Debbie has served as a Girl Scout volunteer for 35 years, beginning as a troop leader for her daughter’s troop, and later becoming a board member at Girl Scouts of Utah and serving as its president for six years. Under Debbie’s leadership, Girl Scouts of Utah created a strategic board development committee,

protected and enhanced its camp properties, conducted a capital campaign, and brought a triennial Girl Scout convention to Salt Lake City in 2014. Debbie has also served on national governance task groups for GSUSA and as interim CEO for the Utah council. She has been recognized by the Lieutenant Governor’s office in Utah and the local chamber of commerce in Ogden for her volunteerism and philanthropic efforts. Debbie currently serves on the Girl Scouts of the USA Board of Directors and chairs the Pension Advisory Committee.



**Trooper Sanders | Washington, District of Columbia**

Trooper Sanders has been a social entrepreneur and advocate for 20 years. He is the founder of Wise Whisper, a business, program, and political brand development practice that serves companies and nonprofit organizations tackling social challenges. Previously, Trooper served as a senior advisor and deputy director of policy to First Lady Michelle Obama. Before joining the Obama administration, Trooper was domestic policy adviser to former U.S. President Bill Clinton and oversaw the Clinton Foundation’s domestic initiatives spanning economic opportunity and children’s health. During the 2004 election cycle, Trooper founded a voting rights initiative. He

has worked for the American Constitution Society; the anticorruption nonprofit Transparency International; and Ashoka, a global investor in social entrepreneurs. After September 11, Trooper led the creation of HOPE Coalition America, an effort providing pro bono financial counseling to people economically affected by disasters. His government service began as a White House policy advisor to Vice President Al Gore and Second Lady Tipper Gore. He began his international work as a policy analyst with the Prince of Wales’s Business Leaders Forum. Trooper has a Master’s degree from the London School of Economics, has studied law at the University of London, and has a Bachelor’s degree from the University of Michigan. He is currently pursuing a doctorate in intelligence studies.

# Leadership for the 2017–2020 Triennium

## National Board Development Committee Nominee Bios



### Teresa C. Younger | Hartford, Connecticut

In addition to being a lifetime Girl Scout, a Gold Award Girl Scout, a past two-term board chair of Girl Scouts of Connecticut, and a former troop leader, Teresa C. Younger is the president and CEO of the Ms. Foundation for Women, the oldest women's foundation in the United States. Under her leadership, the foundation launched #MyFeminisms, a multimedia campaign sparking a national conversation about feminism; funded a groundbreaking report on the sexual abuse to prison pipeline; joined leading women's foundations at the White House to create pathways to economic opportunity for low-income women and girls; and led a campaign to hold the NFL accountable for violence against women. A noted speaker, advocate, and activist, Teresa has been on the frontlines of some of the most important battles for women's health, safety, and economic justice. In 2016, *Inside Philanthropy* identified Teresa as one of the 50 Most Powerful Women in U.S. Philanthropy. A graduate of the University of North Dakota, Teresa currently serves on the boards of the ERA Coalition/Fund for Women's Equality, the Ethel Walker School, Funders for Reproductive Equity, and the Women's Campaign School at Yale University. She is also a member of the New York Women's Forum.



## Profile of National Slates

- 28** are women and **5** are men.
- 52%** are white (non-Hispanic).
- 18%** are Asian American.
- 15%** are black.
- 12%** are Hispanic.
- 1** candidate is American Indian.
- 18** nominees served in the last triennium and **15** are new nominees.
- 5** have been presidents of a Girl Scout council board.
- 8** have served on a Girl Scout council board.
- 9** were girl members, **2** of whom were Gold Award recipients.
- 3** were Girl Scout troop leaders.
- 2** worked for a Girl Scout council.
- 11** have financial experience.
- 4** have human resources experience.
- 5** have fund development expertise.
- 2** have STEM experience.
- 3** work in marketing/communications or entertainment/media.
- 30** have prior experience serving on multiple nonprofit or corporate boards.
- All **6** geographical areas are represented.
- The individuals currently and collectively reside in **18** states and the District of Columbia.

# 2017 National Council Session Agenda

## **Required Action Items**

### **The National Council will adopt:**

#### **The Credentials Report**

The credentials report is the official roll of voting members. A credentials chart is found on page 72. The report includes the National Board and National Board Development Committee.

#### **Standing Rules for the Session**

Proposed Standing Rules for the 2017 National Council Session are found on page 55.

#### **Program**

The program is the schedule of proceedings, including the sequence of business items, and will be distributed on-site in Columbus.

# National Council Proposals

## PROPOSAL 1

### Constitutional Amendment Reducing the Size of the National Board

#### Part A

To amend Article X, Section 2 of the Constitution of Girl Scouts of the USA by striking the number “25” and inserting the number “15”\*

Current Wording	Proposed Amendment	If Adopted, Will Read
The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.	The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and <del>25</del> 15 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.	The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 15 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer and the Chief Financial officer shall be ex officio members without vote. The National Board shall at all times be representative of the various geographical areas of the country.

**Proviso:** If adopted, this amendment becomes effective at the conclusion of the 2017-2020 triennium.

\*NOTE: Reducing the number of members-at-large to 15 does not include the 5 elected officers, bringing the new National Board size to 20/21.

# 2017 National Council Session Agenda

## Submitted By

National Board of Directors of Girl Scouts of the USA

## Rationale

The National Board Development Committee recommended this change to the National Board after review of many sources, including research on non-profit sector best practices, Girl Scout council governance surveys and board self-assessments.

There is no “one-size-fits-all” approach to board size. Overall, however, board size is trending down across the nonprofit sector: in 2015 the average board size was 15, down from 19 in 1994.<sup>1</sup> Multistate, national and international boards generally average 13.3 to 14.7.<sup>2</sup> The average Girl Scout council board size in 2016 was 18.8, down from 20.5 in 2012.<sup>3</sup>

Research suggest that boards between the size of 15-22 are rated more effective by their CEOs and report better governance practices.<sup>4</sup> In addition, board members serving on boards with more than 20 members tend to rate board performance and satisfaction with service significantly lower than those serving on boards of 20 or fewer.<sup>5</sup>

A board size of 20/21 will position the National Board well to manage its work. The change will improve efficiency and effectiveness of deliberation, improve levels of board member engagement and satisfaction, result in cost savings for the organization by reducing board travel expenses and board support expenses, and bring GSUSA in line with best governance practices in the sector.

## Recommendation of the National Board

The National Board recommends that the proposal be adopted.

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<sup>1</sup> BoardSource, *Leading with Intent: A National Index of Nonprofit Board Practices* (Washington, D.C.: BoardSource, 2015).

<sup>2</sup> BoardSource, *Leading with Intent: A National Index of Nonprofit Board Practices* (Washington, D.C.: BoardSource, 2015).

<sup>3</sup> GSUSA Board Governance Survey: Conclusions and Recommendations 2016, prepared by BoardSource.

<sup>4</sup> BoardSource, *Nonprofit Governance Index 2007* (Washington, D.C.: BoardSource, 2007).

<sup>5</sup> M. Dignam & R. Tenuta, *Assessing Board Performance: An Analysis of ASAE-BoardSource Board Self-Assessment Results* (BoardSource/ASAE Foundation 2013).

## PROPOSAL 2

### Constitution and Bylaws Amendments Establish the National Board Development Committee As a Committee of the National Board of Directors

This is a nine-part proposal.

#### Part A

To amend the Girl Scouts of the USA Constitution, Article XII, National Board Development Committee, Nominations, and Elections by substitution as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>Article XII, National Board Development Committee, Nominations and Elections</p> <p>1. The National Board Development Committee shall consist of seven (7) members, including the chair of the committee; the CEO of Girl Scouts of the United States of America shall serve as an ex officio nonvoting member. Between meetings of the National Council, the National Board Development Committee shall work in partnership with and report to the National Board of Directors.</p> <p>2. At least two (2) members shall be members of the National Board of Directors and at least three (3) members shall be non-National Board members.</p> <p>3. Members shall be elected by the National Council.</p> <p>4. The term of office shall commence at the adjournment of the National Council Session when elected, and shall end at the adjournment of the next regular session, or until successors are elected and assume office.</p>	<p><del>Article XII, National Board Development Committee, Nominations and Elections</del></p> <p><del>1. The National Board Development Committee shall consist of seven (7) members, including the chair of the committee; the CEO of Girl Scouts of the United States of America shall serve as an ex officio nonvoting member. Between meetings of the National Council, the National Board Development Committee shall work in partnership with and report to the National Board of Directors.</del></p> <p><del>2. At least two (2) members shall be members of the National Board of Directors and at least three (3) members shall be non-National Board members.</del></p> <p><del>3. Members shall be elected by the National Council.</del></p> <p><del>4. The term of office shall commence at the adjournment of the National Council Session when elected, and shall end at the adjournment of the next regular session, or until successors are elected and assume office.</del></p>	<p>Article XII, Nominations and Elections</p> <p>1. The National Board Development Committee, as a committee of the National Board, shall present at each regular session of the National Council a single slate of nominees for: a) the President; b) the Vice Presidents; c) the Secretary; d) the Treasurer; and e) the members-at large of the National Board of Directors. One (1) member of the National Board Development Committee may be eligible for nomination for an officer position. A nominee for President shall be a current member of the National Board of Directors.</p> <p>2. Nominations may be made from the floor of the National Council Session provided that notice of such nomination and written consent to serve by the nominee(s) shall have been provided to the President and the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held.</p>

# 2017 National Council Session Agenda

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>5. At least two (2) members, but no more than three (3) shall serve a second consecutive term. No individual shall serve more than two (2) consecutive terms as a member of the committee.</p> <p>6. The chair of the committee shall be appointed by the President from amongst the members of the National Board Development Committee and approved by either the Executive Committee or the National Board. Individual(s) shall serve no more than one (1) term as chair of the National Board Development Committee.</p> <p>7. The committee shall elect a Vice Chair from amongst its membership.</p> <p>8. A vacancy in any position, including the chair, shall be filled by the National Board for the unexpired term.</p> <p>9. The committee shall present at each regular session of the National Council a single slate of nominees for: a) the President; b) the Vice Presidents; c) the Secretary; d) the Treasurer; e) members-at-large of the National Board of Directors; and f) members of the National Board Development Committee. No member of the National Board Development Committee shall be eligible to be nominated for any officer position. A nominee for President shall be</p>	<p><del>5.—At least two (2) members, but no more than three (3) shall serve a second consecutive term. No individual shall serve more than two (2) consecutive terms as a member of the committee.</del></p> <p><del>6.—The chair of the committee shall be appointed by the President from amongst the members of the National Board Development Committee and approved by either the Executive Committee or the National Board. Individual(s) shall serve no more than one (1) term as chair of the National Board Development Committee.</del></p> <p><del>7.—The committee shall elect a Vice Chair from amongst its membership.</del></p> <p><del>8.—A vacancy in any position, including the chair, shall be filled by the National Board for the unexpired term.</del></p> <p><del>9.—The committee shall present at each regular session of the National Council a single slate of nominees for: a) the President; b) the Vice Presidents; c) the Secretary; d) the Treasurer; e) members-at-large of the National Board of Directors; and f) members of the National Board Development Committee. No member of the National Board Development Committee shall be eligible to be nominated for any officer position. A nominee for President shall be</del></p>	<p>3. Election to any position on the National Board shall require a majority of votes cast by those present and voting at the National Council Session.</p> <p>4. Elections shall be by ballot, including electronic balloting, except if there is only one nominee for a position, the election may be held by acclamation.</p>



Current Wording	Proposed Amendment	If Adopted, Will Read
<p>a current member of the National Board of Directors.</p> <p>10. Nominations may be made from the floor of the National Council Session provided that notice of such nomination and written consent to serve by the nominee(s) shall have been provided to the President and the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held.</p> <p>11. Election to any position on the National Board or the National Board Development Committee shall require a majority of votes cast by those present and voting at the National Council Session.</p> <p>12. Elections shall be by ballot, including electronic balloting, except if there is only one nominee for a position, the election may be held by acclamation.</p> <p>13. Any National Board Development Committee member who is absent from two (2) consecutive National Board Development Committee meetings in their entirety without good cause, acceptable to the National Board Development Committee Chair, upon recommendation of the National Board Development Committee to the National Board of Directors, shall be removed from the National Board Development Committee by a majority of the National</p>	<p><del>a current member of the National Board of Directors.</del></p> <p><del>10. Nominations may be made from the floor of the National Council Session provided that notice of such nomination and written consent to serve by the nominee(s) shall have been provided to the President and the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held.</del></p> <p><del>11. Election to any position on the National Board or the National Board Development Committee shall require a majority of votes cast by those present and voting at the National Council Session.</del></p> <p><del>12. Elections shall be by ballot, including electronic balloting, except if there is only one nominee for a position, the election may be held by acclamation.</del></p> <p><del>13. Any National Board Development Committee member who is absent from two (2) consecutive National Board Development Committee meetings in their entirety without good cause, acceptable to the National Board Development Committee Chair, upon recommendation of the National Board Development Committee to the National Board of Directors, shall be removed from the National Board Development Committee by a majority of the National</del></p>	

# 2017 National Council Session Agenda

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>Board members present and voting at any regular meeting of the National Board of Directors. Further, upon recommendation of the National Board Development committee to the National Board of Directors, a National Board Development Committee member may be removed with or without cause by a three-fourths vote of the total number of the National Board of Directors.</p>	<p><del>Board members present and voting at any regular meeting of the National Board of Directors. Further, upon recommendation of the National Board Development committee to the National Board of Directors, a National Board Development Committee member may be removed with or without cause by a three-fourths vote of the total number of the National Board of Directors.</del></p> <p><u>Article XII, Nominations and Elections</u></p> <p><u>1. The National Board Development Committee, as a committee of the National Board, shall present at each regular session of the National Council a single slate of nominees for: a) the President; b) the Vice Presidents; c) the Secretary; d) the Treasurer; and e) the members-at large of the National Board of Directors. One (1) member of the National Board Development Committee may be eligible for nomination for an officer position. A nominee for President shall be a current member of the National Board of Directors.</u></p> <p><u>2. Nominations may be made from the floor of the National Council Session provided that notice of such nomination and written consent to serve by the nominee(s) shall have been provided to the President and</u></p>	



Current Wording	Proposed Amendment	If Adopted, Will Read
	<p><u>the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held.</u></p> <p><u>3. Election to any position on the National Board shall require a majority of votes cast by those present and voting at the National Council Session.</u></p> <p><u>4. Elections shall be by ballot, including electronic balloting, except if there is only one nominee for a position, the election may be held by acclamation.</u></p>	

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

If Part A fails, Parts B, C, D, E, F, G, H, and I will **NOT** be considered.

# 2017 National Council Session Agenda

## Part B

To amend the Girl Scouts of the USA Constitution, Article IV., The National Council, 4., by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from the USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li>d. members of the National Board Development Committee;</li> <li>e. Past Presidents of Girl Scouts of the United States of America;</li> <li>f. such other persons as may be elected by the National Council.</li> </ul>	<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from the USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li><del>d. members of the National Board Development Committee;</del></li> <li>e. Past Presidents of Girl Scouts of the United States of America;</li> <li>f. such other persons as may be elected by the National Council.</li> </ul>	<p>4. The membership of the National Council shall consist of:</p> <ul style="list-style-type: none"> <li>a. delegates elected by Girl Scout councils who are registered through such local councils;</li> <li>b. delegates from the USA Girl Scouts Overseas;</li> <li>c. members of the National Board of Directors;</li> <li>d. Past Presidents of Girl Scouts of the United States of America;</li> <li>e. such other persons as may be elected by the National Council.</li> </ul>

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

**Part C**

To amend the Girl Scouts of the USA Constitution, Article IV., The National Council, 7. by inserting and striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>7. Subject to the requirements of the preceding sections of this article, delegates elected by local councils shall serve as members of the National Council for three years from the date of their election or until their successors are elected, provided they remain the delegates of the local council which elected them; delegates from USA Girl Scouts Overseas shall serve as members for three years from the date of their selection or until their successors are selected, provided they remain delegates from USA Girl Scouts Overseas; members of the National Board of Directors and National Board Development Committee shall be members of the National Council during their term of office; those persons elected by the National Council shall serve until the next regular session of the National Council.</p>	<p>7. Subject to the requirements of the preceding sections of this article, delegates elected by local councils shall serve as members of the National Council for three years from the date of their election or until their successors are elected, provided they remain the delegates of the local council which elected them; delegates from USA Girl Scouts Overseas shall serve as members for three years from the date of their selection or until their successors are selected, provided they remain delegates from USA Girl Scouts Overseas; <b>and</b> members of the National Board of Directors <del>and National Board Development Committee</del> shall be members of the National Council during their term of office; those persons elected by the National Council shall serve until the next regular session of the National Council.</p>	<p>7. Subject to the requirements of the preceding sections of this article, delegates elected by local councils shall serve as members of the National Council for three years from the date of their election or until their successors are elected, provided they remain the delegates of the local council which elected them; delegates from USA Girl Scouts Overseas shall serve as members for three years from the date of their selection or until their successors are selected, provided they remain delegates from USA Girl Scouts Overseas; and members of the National Board of Directors shall be members of the National Council during their term of office; those persons elected by the National Council shall serve until the next regular session of the National Council.</p>

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

# 2017 National Council Session Agenda

## Part D

To amend the Girl Scouts of the USA Constitution, Article V., Sessions of the National Council, 1. by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
1. There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors and National Board Development Committee.	1. There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors <del>and National Board Development Committee.</del>	1. There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors.

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

## Part E

To amend the Girl Scouts of the USA Constitution, Article V., Sessions of the National Council, 3. third paragraph, by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
Notice of the special session, stating the time, place, and specific purpose, shall be mailed not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors and the National Board Development Committee, each Past President, and each member elected by the National Council who is entitled to vote at such session.	Notice of the special session, stating the time, place, and specific purpose, shall be mailed not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors <del>and the National Board Development Committee,</del> each Past President, and each member elected by the National Council who is entitled to vote at such session.	Notice of the special session, stating the time, place, and specific purpose, shall be mailed not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors, each Past President, and each member elected by the National Council who is entitled to vote at such session.

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

**Part F**

To amend the Girl Scouts of the USA Constitution, Article X., National Board of Directors, 2. by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer and the Chief Financial Officer shall be ex officio members without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>	<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. <del>The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board.</del> The Chief Executive Officer and the Chief Financial Officer shall be ex officio members without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>	<p>2. The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chief Executive Officer and the Chief Financial Officer shall be ex officio members without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

# 2017 National Council Session Agenda

## Part G

To amend the Girl Scouts of the USA Constitution, Article X., National Board of Directors, 3. by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
3. All members-at-large of the National Board of Directors shall be elected by the National Council at each regular session to serve a three-year term beginning at the time of their installation at the session when elected and ending upon the installation of their successors at the next regular session of the National Council, except that National Board members elected also as members of the National Board Development Committee shall have a three-year term to coincide with the term of the National Board Development Committee members.	3. All members-at-large of the National Board of Directors shall be elected by the National Council at each regular session to serve a three-year term beginning at the time of their installation at the session when elected and ending upon the installation of their successors at the next regular session of the National Council, <del>except that National Board members elected also as members of the National Board Development Committee shall have a three-year term to coincide with the term of the National Board Development Committee members.</del>	3. All members-at-large of the National Board of Directors shall be elected by the National Council at each regular session to serve a three-year term beginning at the time of their installation at the session when elected and ending upon the installation of their successors at the next regular session of the National Council.

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

## Part H

To amend the Girl Scouts of the USA Bylaws, Article II, Officers, 1.A.v. by adding as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
1. A. v. serve ex officio as a member of all committees established by the National Board.	1. A. v. serve ex officio as a member of all committees established by the National Board, <u>except for the National Board Development Committee.</u>	1. A. v. serve ex officio as a member of all committees established by the National Board, except for the National Board Development Committee.

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

**Part I**

To amend the Girl Scouts of the USA Bylaws, Article IV., Executive Committee, 1. by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
1. Composition. The Executive Committee shall consist of no more than 11 members, as follows: A. The President, the First Vice President, the Second Vice President, the Secretary, and the Treasurer; B. The Chair of the National Board Development Committee; C. The International Commissioner; D. Up to four members-at-large, appointed by the President; E. The CEO, who shall serve as an ex officio member without vote.	1. Composition. The Executive Committee shall consist of no more than <del>11</del> <b>10</b> members, as follows: A. The President, the First Vice President, the Second Vice President, the Secretary, and the Treasurer; <del>B. The Chair of the National Board Development Committee;</del> C. The International Commissioner; D. Up to four members-at-large, appointed by the President; E. The CEO, who shall serve as an ex officio member without vote.	1. Composition. The Executive Committee shall consist of no more than 10 members, as follows: A. The President, the First Vice President, the Second Vice President, the Secretary, and the Treasurer; B. The International Commissioner; C. Up to four members-at-large, appointed by the President; D. The CEO, who shall serve as an ex officio member without vote.

**Proviso:** If adopted, the amendment will be effective with the 2020-2023 triennium.

# 2017 National Council Session Agenda

## Submitted By

National Board of Directors of Girl Scouts of the USA

## Rationale

Currently, the NBDC is comprised of both board members and non-board members, and is elected by the National Council. This change would make the NBDC a committee of the board. Committees of the board are comprised entirely of board members and appointed by the board after recommendation by the National President. The National Council will continue to elect board members and officers at the triennium.

The National Board recommends this change upon recommendation of the NBDC.

This change will bring GSUSA in line with current governance practices in the nonprofit sector. The NBDC (variously known in other organizations as the Governance Committee or Board Development/Nominating Committee), is increasingly a committee of the board appointed by the board. BoardSource, a recognized leader in nonprofit board leadership with nearly three decades of experience in developing resources and research data to increase board effectiveness and strengthen organizational impact, has long held the belief that this type of committee is appropriately a committee appointed by the Board.

The NBDC's responsibilities are twofold. First, the NBDC performs the function of a traditional nominating committee: identifying and recommending nominees to the National Board. Second, the NBDC performs a broader function, of overseeing the National Board's development and effectiveness through engaging and developing board members, ensuring that the board is performing at an optimal level, and planning for leadership succession. The two functions are integrally related: by working closely with the National Board throughout its term to assess its effectiveness, the NBDC is able to better identify areas of strength and opportunities for future board composition.

To best perform these functions, it is helpful for all NBDC members to be board members, so that they are fully authorized to attend meetings of the National Board and engage in its work. Attending these meetings best enables NBDC members to gain an understanding of the nature of the work of the board, assess opportunities for development and involvement of board members, and source appropriate candidates for nomination. The work of the National Board requires discussion and deliberations regarding topics of sensitive and legal nature in which non-board members should not be included. During these deliberations non-board members are excused. It is not an appropriate use of NBDC members' time and talents to invite them to board meetings and then excuse them from full participation. The National Board believes that these functions are best handled by board members who can fully engage and attend all board meetings. This participation gives them the closest eye to the needs of the board for board development and succession planning.

This change would also provide that one person from the NBDC may be eligible to be nominated for an officer position. This provision still addresses concerns about perceived conflicts of interest (since the NBDC nominates officers), but provides some limited flexibility in the event that an ideal officer candidate happens to be serving on the NBDC.

## Recommendation of the National Board

The National Board recommends that the proposal be adopted.



## PROPOSAL 3

### Blue Book of Basic Documents Amendment Lifetime Membership Dues

This is a three-part amendment.

#### Part A

To amend provisions in the Credentials/Certificate of Membership/Membership Requirements/Lifetime Membership section of *The Blue Book of Basic Documents* by striking as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>Lifetime membership as a Girl Scout adult</b> is granted to any person (18 years of age or older or a high school graduate or equivalent) who:</p> <ul style="list-style-type: none"> <li>• accepts the principles and beliefs as stated in the Preamble of the Constitution;</li> <li>• has paid lifetime membership dues of 25 times the annual membership dues; lifetime membership dues of 13 times the annual membership dues shall be offered to any girl who is a registered Girl Scout Ambassador at the time of her high school graduation or equivalent, and be available to her before the girl's current membership expires;</li> <li>• meets applicable membership standards.</li> </ul>	<p><b>Lifetime membership as a Girl Scout adult</b> is granted to any person (18 years of age or older or a high school graduate or equivalent) who:</p> <ul style="list-style-type: none"> <li>• accepts the principles and beliefs as stated in the Preamble of the Constitution;</li> <li>• has paid lifetime membership dues <del>of 25 times the annual membership dues; lifetime membership dues of 13 times the annual membership dues shall be offered to any girl who is a registered Girl Scout Ambassador at the time of her high school graduation or equivalent, and be available to her before the girl's current membership expires;</del></li> <li>• meets applicable membership standards.</li> </ul>	<p><b>Lifetime membership as a Girl Scout adult</b> is granted to any person (18 years of age or older or a high school graduate or equivalent) who:</p> <ul style="list-style-type: none"> <li>• accepts the principles and beliefs as stated in the Preamble of the Constitution;</li> <li>• has paid lifetime membership dues;</li> <li>• meets applicable membership standards.</li> </ul>

If Part A fails, Parts B and C will **NOT** be considered.

# 2017 National Council Session Agenda

## Part B

To amend provisions in the Credentials/Membership Dues and Procedures for Registration/Lifetime Members section of *The Blue Book of Basic Documents* by striking and inserting as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<b>Lifetime members</b> pay 25 times the annual membership dues at the time they become lifetime members.	<b>Lifetime members</b> pay <del>25 times the annual</del> <u>\$400 lifetime</u> membership dues at the time they become lifetime members.	<b>Lifetime members</b> pay \$400 lifetime membership dues at the time they become lifetime members.

## Part C

Current Wording	Proposed Amendment	If Adopted, Will Read
<b>Lifetime members</b> pay 25 times the annual membership dues at the time they become lifetime members.	<b>Lifetime members</b> pay 25 times the annual membership dues at the time they become lifetime members; <u>discounted lifetime membership dues of \$200 shall be offered to anyone who was a registered Girl Scout member before the age of 18 and is under the age of 30 at the time of becoming a lifetime member.</u>	<b>Lifetime members</b> pay 25 times the annual membership dues at the time they become lifetime members; discounted lifetime membership dues of \$200 shall be offered to anyone who was a registered Girl Scout member before the age of 18 and is under the age of 30 at the time of becoming a lifetime member.

## Submitted By

National Board of Directors of Girl Scouts of the USA

## Background

In January 2016, the National Board voted to increase annual membership dues from \$15 to \$25 beginning in Membership Year 2018. Because lifetime membership dues are currently calculated as a multiplier of annual membership dues, this would have significantly increased the price of lifetime dues.

Since 2012 a Membership Category Task Force comprised of council CEOs, council COOs, and GSUSA representatives has studied membership options. Last year, as an outgrowth of that work, a council committee was formed and chartered to provide the National Board with recommendations on membership categories and, specifically, a recommendation on a new way to calculate lifetime membership dues. The committee consisted of 7 council CEOs and a GSUSA National Volunteer Partner. The committee conducted research both internally within the Movement and externally to assess other nonprofit organizations' practices. In addition, the committee sought feedback on its recommendations more broadly across the Movement, including during the October 2017 Girl Scout CEO/Board Chair leadership summit. This proposal is a result of the committee's work.

## Rationale

Under the proposal, lifetime membership dues will be set at \$400, with a young alumnae discount rate of \$200. If the lifetime membership dues formula is not adjusted, lifetime membership dues will rise to \$625, and the discounted rate for graduating seniors will rise to \$325. This will significantly discourage lifetime membership, especially for graduating seniors who currently are the source of 50% of lifetime membership dues. The proposal also expands the discount from only graduating seniors to anyone who was a registered Girl Scout member prior to the age of 18 and under the age of 30 at the time of becoming a lifetime member. This will advance strategic alumnae work by making lifetime membership more accessible and encouraging lifetime membership purchases by a broader range of young alumnae.

Analysis was conducted to determine likely impact to councils and GSUSA both in terms of membership totals and financial impact. Research and analysis indicates the revenue would be comparable to previous years in the short term; over time the young alumnae discount is expected to broaden the base of lifetime members, adding to overall revenue.

The change also moves lifetime dues amounts from the Membership Requirements section in the *Blue Book* to the Membership Dues and Procedures for Registration section, to be consistent with *Blue Book* provisions regarding annual membership dues levels and other membership procedures.

## Recommendation of the National Board

The National Board recommends that the proposal be adopted.

# Discussion Topic

## **Engaging More Girls: What does Girl Scouts need to do to reach more girls and increase impact?**

Girl Scouts has produced engaged, civic-minded women leaders since its beginning in 1912. Recently, members have voiced renewed interest in considering how to sustainably expand the Girl Scout experience to ensure that our Movement is reflective of today's America with respect to age, socioeconomic status, and race/ethnicity.

Embracing the call to better meet the needs of today's and tomorrow's girls, the National Board would like to engage the Movement in a conversation about how we can help every girl become a G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader™). How can we ensure that Girl Scouts continues to fill a deep need in our communities at a time when more girls are growing up in poverty and fewer girls have access to opportunities in society? Discussing how we can engage more girls and increase our impact will be an important discussion topic at the National Council Session.

Our dialogue will target how we can keep our current girls engaged, how best to reach non-Girl Scouts, the significance of our national program delivered more uniformly across the country, and the role of volunteers, as suggested by proposals submitted by councils.

### **The Girl Scout Difference**

As the preeminent leadership development organization for girls, with a research-proven program that helps them take the lead in their own lives and communities, Girl Scouts is uniquely positioned to serve girls in today's world. Our Girl Scout Leadership Experience focuses on developing the skills and offering the opportunities and supportive adult relationships we know build successful adults—a future we want for all girls. Now more than ever, Girl Scouts is needed. And research confirms it: Girl Scouting works.

**Girl Scouts fare better than non-Girl Scouts on a number of key indicators of life success.** Girl Scouts are more likely than non-Girl Scouts to:

- Have a strong sense of self (80% vs. 68%)
- Have positive values (75% vs. 59%)
- Seek challenges and learn from setbacks (62% vs. 42%)
- Develop and maintain healthy relationships (60% vs. 43%)
- Exhibit community problem-solving skills (57% vs. 28%)

Girl Scouts are also more likely to earn good grades, take an active role in decision making, and feel hopeful about their future.

## What's different for girls today and in the future?

Girls in the United States are growing up in a period of rapid demographic, social, and economic change. The racial/ethnic composition of the U.S. population is shifting for children under the age of 18.

- American girls are more racially and ethnically diverse than ever before. Half (51 percent) are white, 25 percent are Hispanic, 14 percent are black, 5 percent are Asian, 4 percent are multiracial, and 1 percent are American Indian. In a few years, racial/ethnic minorities will make up more than half of the population under age 18.
- Twenty-six percent of all school-age girls today are first- or second-generation immigrants.

As well, fully 4 in 10 (41 percent) of girls ages 5–17 are from low-income families, an increase since 2007. These rates are much higher for Hispanic (61 percent), American Indian (61 percent), and black (58 percent) girls. And one in five girls lives in poverty. Girls from low-income families may experience problems related to physical and emotional health, lack access to extracurricular activities that promote positive development (such as sports and volunteering), and have lower educational outcomes than their peers.

There is clearly an opportunity gap for today's children based on family income. **And as the number of girls with fewer economic opportunities increases in our society, Girl Scouts' potential impact expands.**

For girls with fewer economic opportunities, Girl Scouting can greatly impact their perception of their own leadership skills. Girl Scout participation also drives academic success as much as, and sometimes more than, non-Girl Scout factors.

*With this context in mind, help us consider how Girl Scouts can more effectively engage more girls in a sustainable way to fulfill our mission and their potential.*

Come to the 2017 National Council Session/54th Convention ready to discuss how, for the benefit of girls today and into the future, our organization can take the lead to overcome societal challenges and equitably engage more girls in Girl Scouting.

### References

*The State of Girls 2017: Emerging Truths and Troubling Trends*, Girl Scout Research Institute, 2017.

*Our Kids: The American Dream in Crisis*, Robert Putnam, 2015.

*Coming Apart: The State of White America, 1960–2010*, Charles Murray, 2012.

*Volunteering and Civic Life in America*, Corporation for National and Community Service and the National Conference on Citizenship, 2014.

*Linking Leadership to Academic Success: The Girl Scout Difference*, Girl Scout Research Institute, 2012.

*The Resilience Factor: A Key to Leadership in African American and Hispanic Girls*, Girl Scout Research Institute, 2011.

# Elections

The National Council will elect the officers and members-at-large of the National Board of Directors and the members of the National Board Development Committee. (See pages 9–32.)

# Standing Rules

## 1. Delegates

- A. The badge of admission and delegate credential must be in evidence at all times.
- B. The delegate credential may be transferred only when a delegate is permanently leaving the National Council Session.
- C. The delegate credential shall be transferred only to an individual authorized to fill a vacancy, and the transfer must follow the procedures outlined on page 66.
- D. Any transfer of the delegate credential shall remain in effect until the end of the current National Council Session on October 6, 2017.
- E. A delegate position shall be subject to forfeiture for the remainder of the current National Council Session if unauthorized transfer of a delegate credential occurs. Forfeiture decisions shall be made by the Credentials Chair, and the decision of the Credentials Chair is final.

## 2. Proposals/Amendments

- A. Proposals not included in the *Workbook* or sent with the call to the National Council Session will not be considered and will be ruled out of order.
- B. Amendments to the proposals must be within the scope of notice (see Glossary, page 75). Amendments not within the scope of notice shall be ruled out of order.
- C. All amendments must be submitted in writing on the form designated for that use, signed by the maker, and sent to the presiding officer prior to being moved on the floor of the National Council Session.
- D. Amendments dealing with grammar, spelling, or punctuation shall not be allowed. The CEO of Girl Scouts of the USA and Chair of the National Board shall be empowered to make any and all necessary editorial changes.

## 3. Debate

- A. National Council delegates shall identify themselves before speaking to the question. Girl Scout council delegates shall give name and council, and if applicable, the number of the motion form they have submitted. All other National Council members shall give name and position as members of the National Council.
- B. No speaker shall speak longer than two minutes in debate on each question. Timing of the two-minute period allowed the speaker for debate shall begin immediately following the required identification.
- C. No speaker shall speak a second time on a question until National Council members wishing to speak a first time have done so.
- D. No speaker shall speak more than twice on the same question on the same day without permission of the assembly.
- E. No more than four delegates from the same Girl Scout council nor more than four National Board members shall speak on the same side of the question.
- F. Once a main motion has been moved and then stated by the Chair, motions from the interrupting microphone will not be permitted until the maker of the motion has had the opportunity to speak to the motion.



## 4. Nominations and Elections

- A. Nominations may be made from the floor at the National Council Session provided that notice of such nomination(s) and written consent of the nominee(s) are presented to the President and the Chair of the National Board Development Committee at least forty-eight (48) hours prior to the published time for the convening of the meeting at which the election shall be held (Constitution of Girl Scouts of the USA, Article XII, National Board Development Committee).
- B. Any National Council member placing a name in nomination from the floor shall give only the name of the nominee.
- C. Nominations are not debatable.
- D. Only printed biographical information for persons to be nominated from the floor may be distributed to National Council members on the floor of the convention center meeting room. That printed information:
  - (1) Is the responsibility of the person making the nomination. Fifteen hundred copies of the nominee's printed biographical information must be delivered to the Girl Scout Convention Office at the Greater Columbus Convention Center.
  - (2) Will be placed on the seats in the delegate section by the ushers at a time when the National Council is not in session, following the opening ceremony. Information shall not be distributed at any other time.
  - (3) Must be the same format and length as what is printed in the *Workbook*.
- E. Write-in votes shall not be allowed
- F. For any election conducted by ballot, the only information that will be reported to the assembly is that the candidate received at least a majority vote. Full results of any ballot election will be reported in the minutes of the National Council Session and will be posted in the Credentials-Registration area.

## 5. Rules of Voting

- A. Electronic voting shall be the standard method of voting.
- B. The presiding officer shall be authorized to expedite business by using methods of voting other than electronic voting as the officer deems appropriate. This shall include, but not be limited to, a vote by unanimous consent, voice, show of hands, standing, and ballot.
- C. Delegates may take their portable electronic voting devices with them when they are standing in line awaiting their turn to speak. Delegates may vote on any secondary motion while standing in line at the microphone. Delegates must return to their seats for any vote on a main motion/proposal and for elections.
- D. Electronic voting devices shall not be removed from the meeting room. If a delegate must leave the meeting room during a business meeting, the electronic voting device must be turned in to an usher.



## 6. Minutes

The National Board of Directors shall serve as the National Council Minutes Approval Committee and shall be empowered to approve and distribute the minutes of the National Council Session.

## 7. Comfort Issues

- A. Comfort issues and personal needs of the attendees shall be addressed to the ushers, not the presiding officer. If addressed to the presiding officer, the remarks will be ruled out of order.
- B. While the National Council is in session, obstructing items that may interfere with another individual's comfort or ability to see the stage shall not be worn or displayed in the meeting room.
- C. While the National Council is in session, fragrance products shall not be worn in the meeting room. Individuals who are sensitive to fragrance products (perfumes, colognes, aftershave, hairsprays) fall under a number of disabilities as defined by the Americans with Disabilities Act of 1990. These include chemical sensitivity disorders, multiple chemical sensitivities, breathing and lung disorders, asthma, neurological impairments, etc.

## 8. Personal Electronic Devices

During non-voting periods, personal electronic devices may be used with the sound turned off if they do not disrupt the proceedings or infringe on the rights of other participants, including advising other delegates how to vote on a pending question. During voting periods, personal electronic devices shall be turned off.

## 9. Procedures

- A. *Robert's Rules of Order Newly Revised, 11th Edition*, shall govern the proceedings of the 2017 National Council Session.
- B. All persons in attendance shall follow the National Council Session procedures starting on page 58.

# Basic Parliamentary Procedure

The 2017 National Council Session will balance opportunities to engage in dialogue on topics vitally important to the future of the Girl Scout Movement with formal business. We use *Robert's Rules of Order Newly Revised (RONR), 11th Edition*, the parliamentary authority of GSUSA. *RONR* allows the National Council to maintain order and accomplish business while providing opportunities for deeper, more personal sharing among the membership. Familiarize yourself with the contents of this section to ensure that you come to the National Council Session with an understanding of basic parliamentary procedure.

## Main Motions

(green or red microphone)

Main motions for the National Council Session are proposals. Only proposals printed in the *Workbook* will be considered.

A main motion introduces a new item of business. The making of the motion comes first; discussion follows.

The steps for obtaining the floor and handling a main motion are:

### 1. A member moves a motion/proposal.

- The Chair states the microphone number to recognize the speaker.
- The speaker states name and council name, or, if not a council delegate, name and position as a National Council member, and moves the motion/proposal. The form is: “[Name], [Council], I move that/to \_\_\_\_\_.”

### 2. Another member seconds the motion.

- Any member may second the motion, if a second is required, by calling out, “I second the motion” or “Second.”
- Committee motions and proposals contained in the *Workbook* do not require a second.

### 3. The Chair states the motion by repeating it, or by directing the members to the motion as projected on the screen, which formally places the motion before the assembly.

- The motion now belongs to the National Council, not to the individual who made the motion.

### 4. The Chair asks for discussion, giving the maker of the motion the first opportunity to speak.

- Thereafter, insofar as possible, the Chair alternates between those in favor and those against the motion.
- During this step, the motion is considered pending and may have secondary motions applied to it.
- During this period, after being recognized by the Chair, a member may introduce a privileged, subsidiary, or incidental motion. The discussion at all times must relate to the immediately pending question.
- After the discussion, or as it appears appropriate, the Chair asks, “Are you ready for the question?” or “Are you ready to vote?”

**5. The Chair puts the question to a vote.**

- The Chair repeats the question (motion) as made or as amended or directs the members to the motion projected on the screen, calls for the affirmative vote, and then calls for the negative vote.
- If the Chair is in doubt as to the result of the vote, it is the duty of the Chair to verify the vote beyond a reasonable doubt.

**6. The Chair announces the result of the vote.**

- The Chair will announce whether the motion is adopted or lost and the result of the action.
- If there are other motions pending, discussion and voting will continue until a decision is made on the main motion.

**Note:** Please refer to the Order of Precedence of Motions chart below, which reflects the ranking of motions. When a given motion on the list is immediately pending, anything above it on the list is in order; anything below it on the list is out of order.

**Order of Precedence of Motions**

<b>Privileged</b>	13. Fix the time to which to adjourn	<b>Undeatable</b>	
	12. Adjourn		
	11. Recess		
	10. Raise a question of privilege		
	9. Call for the orders of the day		
<b>Subsidiary</b>	8. Lay on the table		<b>Debatable</b>
	7. Previous question		
	6. Limit or extend limits of debate		
	5. Postpone to a certain time (or postpone definitely)		
	4. Commit (or refer)		
	3b. Amend an amendment		
3a. Amend a motion			
2. Postpone indefinitely			
	1. Main motion		

# Basic Parliamentary Procedure

## Subsidiary Motions

Subsidiary motions assist in treating or disposing of the main motion and sometimes lower-ranking subsidiary motions. Such motions are in order while the main motion, or a subsidiary motion of lower rank, is pending, and must be voted on before the main motion is voted on. Subsidiary motions have a definite order of precedence from the lowest to the highest. The motion lower in rank yields to motions that are higher in rank. If several subsidiary motions are pending at one time, the vote is taken first on the motion with the highest rank, then on the motion next lower in rank, etc.

Below are the most frequently used subsidiary motions in order of rank from highest to lowest.

### Previous Question

(green or red microphone)

The purpose of this motion is to immediately close debate and the making of subsidiary motions except the motion to Lay on the Table.

The previous question can be applied to the immediately pending debatable or amendable question; to a series of pending debatable or amendable questions; or to any consecutive part of such a series, beginning with the immediately pending question.

The motion requires a second, is not debatable, is not amendable, requires a two-thirds vote, and may not be reconsidered after a vote has been taken under it.

The form is: "I move the previous question." (If the motion is on more than the immediately pending question, identify these additional questions.)

### Limit or Extend Debate

(green or red microphone)

The purpose of this motion is to change the regular time limits of debate or to change the number of speeches allowed in debate.

This motion can be applied to any immediately pending debatable question; to an entire series of pending debatable questions; or to any consecutive part of such a series, beginning with the immediately pending question.

The motion requires a second, is not debatable, may be amended, and requires a two-thirds vote. The unexecuted part may be reconsidered.

The form is: "I move that the debate on the pending motion be limited to \_\_\_\_\_" or "extended to \_\_\_\_\_."

### **Postpone to a Certain Time**

(green or red microphone)

The purpose of this motion is to delay action on the pending question or questions until a definite time later in the National Council Session.

The motion requires a second, is debatable as to the merits of postponing, is amendable as to the time to postpone, requires a majority vote, and may be reconsidered.

The form is: "I move that the question be postponed to [state the time to which the question is to be postponed]."

### **Refer to Committee**

(green or red microphone)

The purpose of this motion is to send a pending question to a committee for further investigation and for placement in a better form for presentation to the assembly.

This motion requires a second, is debatable as to the merits of referring the question, is amendable, requires a majority vote, and may be reconsidered if the committee has not begun consideration of the referred question.

The form is: "I move to refer the motion to the \_\_\_\_\_ Committee," or "I move to refer the motion to a committee of \_\_\_\_\_" to be appointed by the Chair, National Board of Directors, to report back" (e.g., at the next meeting of the National Council, to the National Board of Directors, or at the next National Council Session).

A motion may be referred to a committee that will report back to the present National Council Session or, if so stipulated, to the next National Council Session in 2020.

### **Amend**

(green or red microphone)

The purpose of this motion is to modify the wording of the pending motion before the pending motion itself is acted upon.

The motion can be applied to a main motion, to a primary amendment, and to certain other motions containing a variable.

The motion requires a second, is debatable when the motion to be amended is debatable, is generally amendable, requires a majority vote, and can be reconsidered.

The form is: "I move to amend the motion by (inserting, adding, striking, striking and inserting)."

# Basic Parliamentary Procedure

An amendment to the main motion is called a primary amendment. An amendment to the primary amendment is called a secondary amendment. Only two amendments are permitted to be on the floor at one time. A primary amendment must relate to the main motion. A secondary amendment must relate to the primary amendment. Only one primary amendment at a time, or one secondary amendment at a time, may be pending. An amendment to the third degree is not in order. As soon as an amendment is disposed of by vote, another amendment of the same degree is in order.

If the amendment pertains to one of the proposals, it may not alter the intent or increase the scope of the proposal as published in the *Workbook*.

## **Postpone Indefinitely**

(green or red microphone)

The purpose of this motion is to reject or kill the main motion without a vote on it.

The motion requires a second, is debatable and debate can go into the merits of the main motion, is not amendable, and requires a majority vote. An affirmative vote may be reconsidered.

The form is: "I move that the motion be postponed indefinitely."

## **Privileged Motions**

(yellow microphone)

Privileged motions, although not related to the pending question, are motions that need special attention and take precedence over the other motions.

## **Raise a Question of Privilege**

(yellow microphone)

Questions of privilege concern the rights and privileges of the assembly or of a member of the assembly (such as a speaker who cannot be heard).

The motion does not require a second, is not debatable, is not amendable, and is decided by the Chair.

The form is: "I rise to a question of privilege."

If a question of privilege requires immediate attention (e.g., a speaker cannot be heard), the member may interrupt the speaker. If the question does not require immediate attention, the member may not interrupt the speaker.

Note: All comments relating to meeting place temperature, noise, or litter, or questions pertaining to location of facilities in the convention center, must be addressed to an usher. These issues must not be addressed to the presiding officer. If addressed to the presiding officer, these remarks will be ruled out of order.

## Incidental Motions

Incidental motions relate in some way to the pending business or to the business that was just pending. Most incidental motions are related to the question in such a way that they must be decided immediately before business can proceed.

### Point of Order

(green, red, or yellow microphone)

The purpose of this motion is to call attention to a violation of the rules of the assembly or GSUSA.

The motion may interrupt a speaker, does not require a second, is not debatable, is not amendable, is normally ruled on by the Chair, and cannot be reconsidered.

The form is: "Point of order!" or "I rise to a point of order."

The Chair asks that the point be stated, the member replies, and the Chair rules.

In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is being done to the proper transaction of business.

—*Robert's Rules of Order Newly Revised, 11th Edition, page 250, lines 11–15*

### Appeal

(green, red, or yellow microphones)

Two members have the right to appeal from the decision of the Chair at the time the ruling is made. Once any debate has commenced or business has intervened, it is too late to raise an appeal.

The motion may interrupt a speaker, requires a second, is debatable in most instances, is not amendable, and can be reconsidered. A majority or tie vote sustains the Chair's decision.

The form is: "I appeal from the decision of the Chair."

There is no appeal from the decision of the assembly.

When debatable, a member may speak only once; the Chair may speak twice.



# Basic Parliamentary Procedure

## Incidental Motions

### Division of a Question

(red or green microphone)

The purpose of this motion is to divide a main motion or amendment, if it contains two or more parts capable of standing as separate questions.

By adoption of this motion, the assembly may vote to consider each part separately. The exact method of dividing must be specified in the motion.

The motion requires a second, is not debatable, is amendable as to where to divide the question, requires a majority vote, and cannot be reconsidered.

The form is: “I move to divide the question so as to consider separately \_\_\_\_\_.”

### Parliamentary Inquiry

(yellow microphone)

The purpose of this motion is to obtain information from the presiding officer about parliamentary procedure or the use or effect of a motion, which is related to the pending business.

The member says, “I rise to a parliamentary inquiry.” The Chair answers the inquiry.

### Request for Information (also called a Point of Information)

(yellow microphone)

The purpose of this motion is to obtain information, directed to or through the presiding officer about the immediately pending business. The information that is sought must not be related to parliamentary procedure.

The form is: “I have a request for information” or “Point of Information, please.”

A request for information must always be stated in the form of a question. It must not be used as a means of debate.

The Chair responds to the question. If information is desired from a speaker instead of the Chair, say, “I would like to ask the speaker a question.” All remarks, questions asked, and answers given must be addressed through the Chair, as members may not directly address each other in assembly. If the speaker consents to answer, the time consumed is taken out of the speaker’s debate time.

## Motions That Bring a Question Again Before the Assembly

### Reconsider

(green or red microphone)

The purpose of this motion is to enable a majority in an assembly, within a limited time and without notice, to bring back for further consideration a motion that has already been voted on. The purpose is to permit correction of hasty, ill-advised, or erroneous action, or to take into account added information or a changed situation that has developed since the taking of the vote.

The motion requires a second, is debatable when the motion proposed to be reconsidered is debatable (and debate can go into the merits of the question to be reconsidered), is not amendable, requires a majority vote, and cannot be reconsidered. This motion must be made by a member who voted with the prevailing side on the motion to be reconsidered. It must be made on the same day the original vote was taken or on the next succeeding day within the session in which a business meeting is held.

The form is: "I move to reconsider the vote on \_\_\_\_\_."

## Use of Unanimous Consent

To expedite business, the Chair may sometimes use "unanimous consent" (sometimes referred to as "general consent"). This lends itself to cases in which discussion has indicated little or no opposition in routine business matters or in matters considered to be of lesser importance.

Under these conditions, the method of unanimous consent can be used either to adopt a motion without the steps of stating the question and putting the motion to a formal vote, or it can be used to take action without even the formality of a motion.

—*Robert's Rules of Order Newly Revised, 11th Edition, page 54, lines 19–23*

The Chair asks, "Is there any objection to \_\_\_\_\_?" If there is no objection, the Chair announces the result by saying, "There being no objection, \_\_\_\_\_ will be done" or "\_\_\_\_\_ is approved by unanimous consent."

If one member objects to action being taken in this manner by promptly calling out "objection" from where she or he is seated, the vote must be put formally.

No member should hesitate to object if he feels it is desirable to do so, but he should not object merely for dilatory purposes.

—*Robert's Rules of Order Newly Revised, 11th Edition, page 55, lines 14–16*

# Business Procedures

## National Council Credentials Chair

For the 2017 National Council Session, the National Council Credentials Chair is Anne H. Chow, a member of the National Board of Directors. The Credentials Chair will report the number of eligible voting members at the beginning of the first meeting, and subsequent reports will be made, as necessary, throughout the session. A credentials report chart for your use can be found on page 72.

## Delegate Credentials

1. The National Council of Girl Scouts of the USA Notice of Delegate Quota/Registration Form, signed by the council board chair/president or another authorized elected officer and listing the named person(s) duly elected as delegate(s) of that council shall, upon receipt by Girl Scouts of the USA, be presumptive proof that the individual meets requirements for membership in the National Council as set forth in Article IV of the Constitution of Girl Scouts of the USA and is entitled to a delegate credential.
2. A person elected by a Girl Scout council as a National Council delegate shall cease to be a delegate and therefore cease to be entitled to a credential if: (a) the person is unable to serve; (b) the person becomes ineligible; (c) the council for any reason takes action to end the person's delegate term; or (d) the council is no longer chartered by Girl Scouts of the United States of America.

It is the responsibility of the council to determine the eligibility of each of its delegates.

3. A letter signed by the council board chair/president, or another authorized elected officer, certifying that a person no longer remains a delegate of that council and that another named person, eligible to become a member of the National Council, has been duly designated to fill the vacancy so created, shall, upon receipt by Girl Scouts of the USA either at national headquarters by September 15, 2017, or presented on-site at the Credentials-Registration Desk, be presumptive proof that a transfer of the delegate's credential can be made. Note: See Standing Rule 1, page 55.
4. Questions or challenges with respect to a delegate's credentials shall be forwarded to the National Council Credentials Chair immediately preceding or during a meeting of the National Council.
5. A credential, to be worn by the delegate or person designated to fill a delegate vacancy, will be issued at the Credentials-Registration Desk. It allows admission to the special section designated for National Council members in the meeting room.

## On-Site Change of National Council Delegate

The delegate credential shall be transferred only when a delegate is permanently leaving the National Council Session. (See Standing Rule 1, page 55.)

If a delegate must permanently leave the National Council Session, the delegate or a representative of the council reports to the Credentials-Registration Desk, submits the completed On-Site Change of National Council Delegate Form signed by the council board chair/president or another authorized officer, and surrenders the

delegate credential. The person designated to fill the vacancy shall then assume the status of delegate for the remainder of the National Council Session upon approval of Credentials-Registration Desk personnel, and a delegate badge will be issued.

## Badge of Admission/Ribbon Identification

The badge of admission must be in evidence at all times. It admits an individual to all meetings of the National Council and to the exhibit area.

A badge of admission, a seat ticket, and a delegate credential ribbon are required for admission to the seating area designated for National Council delegates.

More information will be listed on the website and in the *Program and Exhibit Guide*.

## Office Hours for National Council Parliamentarian

Ann Homer, a certified and registered professional parliamentarian and certified teacher of parliamentary procedure, will serve as parliamentarian for the 2017 National Council Session. She will be available for consultation throughout the National Council Session.

## Microphone Aides

Microphone aides will be stationed at the interrupting microphones. They will review all Floor Speaker Identification Forms brought to the interrupting microphones to ensure that the delegate is at the appropriate microphone. Motions to be made from either interrupting microphone must:

- Legitimately interrupt proceedings
- Not repeat the same specific request addressed earlier in the same meeting and related to the same motion
- Not qualify as debate

## Other Microphone Personnel

A team of microphone attendants will be assigned to the pro and con microphones to ensure they are functioning properly, to collect Floor Speaker Identification Forms, and to transmit motion forms to the personnel at the Motion Clearance Table.

## Floor Speaker Identification Form

NUMBER \_\_\_\_\_

# Motions

PLEASE PRINT AND PRESS DOWN TO MAKE 4 COPIES. GIVE TO MICROPHONE ATTENDANT.

Proposal Number	Meeting Number	Date
Proposal Title or Other Action Item	Name (print)	
	Signature	
<ul style="list-style-type: none"> <li>Check box in front of proposed action.</li> <li>Write out motion in space provided. An asterisk (*) indicates there is no need to write out the motion.</li> <li>Give form to microphone attendant at the green, red, or yellow microphone to be used for your action.</li> </ul>	Full Council Name or Position as Member of National Council	

### TO MAKE A MOTION (except for an amendment†)

Check appropriate box below. (These motions are described in the *Workbook*.)

#### GREEN AND RED MICROPHONES

- Division of a Question
- Previous Question\*
- Limit or Extend Debate
- Postpone Definitely
- Refer to Committee
- Postpone Indefinitely\*
- Reconsider
- Rescind
- Main

#### GREEN/RED/YELLOW MICROPHONES

Stand up, call out to stop action, go to nearest microphone.  
Complete form for microphone attendant as soon as possible.

- Point of Order
- Appeal from the Decision of the Chair

*\* Not required to write out motion*

*† To make an amendment, use the Amendments form*

I move that/to/the:

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## Voting

Each National Council member present in person shall be entitled to one vote. All matters shall be determined by a majority vote of the members present and voting, unless otherwise provided by the Girl Scout Constitution or the parliamentary authority. An electronic voting system will be an authorized method of voting. Full instructions will be given prior to each vote. (See Standing Rule 5, page 56.)

## Individuals with Special Needs

GSUSA will seek to make reasonable accommodations for individuals with special needs. Any attendee who requires specific accommodations related to mobility, disability, or health should include this information upon registering.

## Food, Beverages, and Smoking

- Food and beverages will be available. Only beverages in closed containers and snack food that can be carried, stored, and eaten in an unobtrusive manner will be allowed in the arena; no open beverage or food containers will be permitted.
- All containers must be disposed of in the receptacles provided.
- Smoking will not be permitted in the convention center in compliance with a City of Columbus ordinance.

## Comfort and Personal Needs

All comments related to temperature or noise, or any questions regarding the location of facilities in the convention center, must be addressed to an usher. Ushers will be stationed throughout the convention center arena. (See Standing Rule 7, page 57.)

## Fragrances/Perfumes

In compliance with the Americans with Disabilities Act of 1990, fragrances may not be worn in the convention center. (See Standing Rule 7, page 57.)

# Appendix 1: Credentials Report

<b>CREDENTIALS REPORT 2017 NATIONAL COUNCIL SESSION</b>			
<b>VOTING MEMBERS</b>	<b>MEETING Wednesday ( )</b>	<b>MEETING Thursday ( )</b>	<b>MEETING Friday ( )</b>
Delegates elected by Girl Scout councils			
Delegates from USA Girl Scouts Overseas			
Members of the National Board of Directors			
Members of the National Board Development Committee (non-board)			
Past presidents of Girl Scouts of the USA			
Other members elected by National Council			
<b>TOTAL ELIGIBLE VOTING MEMBERS</b>			

# Appendix 2: Basic Information on Motions

#	MOTION	INTERRUPT SPEAKER	SECOND NEEDED	DEBATABLE	AMENDABLE	VOTE REQUIRED
13	Fix the time to which to adjourn	No	Yes	No*	Yes	Majority
12	Adjourn	No	Yes	No	No	Majority
11	Recess	No	Yes	No*	Yes	Majority
10	Raise a question of privilege	Yes	No	No	No	Ruled by chair
9	Call for orders of the day	Yes	No	No	No	One member
8	Lay on the table	No	Yes	No	No	Majority
7	Previous question	No	Yes	No	No	Two-thirds
6	Limit or extend limits of debate	No	Yes	No	Yes	Two-thirds
5	Postpone to time certain	No	Yes	Yes	Yes	Majority
4	Commit/refer	No	Yes	Yes	Yes	Majority
3b	Secondary amendment	No	Yes	Yes**	No	Majority
3a	Primary amendment	No	Yes	Yes**	Yes	Majority
2	Postpone indefinitely	No	Yes	Yes	No	Majority
1	Main motion	No	Yes	Yes	Yes	Majority
	Point of order	Yes	No	No	No	Ruled by chair
	Appeal	Yes	Yes	Yes	No	Majority
	Suspend the rules	No	Yes	No	No	Two-thirds
	Objection to consideration	No	No	No	No	Two-thirds
	Division of the question	No	Yes	No	Yes	Majority
	Division of the assembly	Yes	No	No	No	One member
	Call for counted vote	Yes	Yes	No	No	Majority
	Parliamentary inquiry	Yes	No	No	No	Responded to by Chair
	Request for information	Yes	No	No	No	Responded to by Chair
	Withdraw motion (after stated by Chair)	Yes	Yes	No	No	Majority
	Take from the table	No	Yes	No	No	Majority
	Reconsider	Yes***	Yes	Yes	No	Majority
	Rescind or amend something previously adopted	No	Yes	Yes	Yes	Two-thirds

\*Is debatable if a main motion and not a privileged motion

\*\*Is debatable if motion to be amended is debatable

\*\*\*May interrupt someone who is assigned the floor but not someone who is actually speaking

# Appendix 3: What to Say When

## **To make a motion:**

“I move to/that [state what you want to do].”

## **To kill the motion:**

“I move that the question be postponed indefinitely.”

## **To amend:**

“I move to amend the motion by [inserting, adding, striking, or striking and inserting].”

## **To refer to a committee:**

“I move to refer the question to [state which standing committee or, if a new committee, state composition of committee and how appointed].” You may also include when the committee is to report—during this National Council Session or the 2020 National Council Session, or to the National Board of Directors.

## **To postpone to a certain time:**

“I move to postpone the question to [state the time within the National Council Session to which you want the question postponed].”

## **To limit debate:**

“I move to limit debate to [state amount of time] or to [state number] speeches.”

## **To extend debate:**

“I move to extend debate to [state amount of time] or to allow [state number] speeches.”

## **To close debate:**

“I move the previous question.”

## **To raise a question of privilege (not to be used for comfort issues):**

“I rise to a question of privilege affecting the assembly.”

## **To raise a point of order:**

“I rise to a point of order” or “Point of order!”

## **To appeal the Chair’s ruling:**

“I appeal from the decision of the Chair.”

## **To have an inconclusive voice or show-of-hands vote retaken:**

“Division” or “I call for a division.”

## **To ask a question about parliamentary procedure related to the pending business:**

“I rise to a parliamentary inquiry.”

## **To ask a question not related to parliamentary procedure about the pending business:**

“I have a request for information” or “A point of information, please.”

## **To have a vote reconsidered:**

“I move to reconsider the vote on [state the motion on which the vote was taken].”

## **To amend the Standing Rules of the session:**

“I move to amend the Standing Rules by [state the change you want to make].”

## Appendix 4: Glossary

**Germane.** Closely related to or has bearing on the subject at hand. Amendments must be germane to the motion they are amending. They must deal with the same subject and cannot introduce a new subject under the pretext of being an amendment. Debate must be germane to the question before the assembly—that is, the statements must have a bearing on whether the pending motion should be adopted.

**Immediately pending question.** A question that is before the assembly that must be dealt with before any other business can be handled. For example, if a main motion and a primary amendment are before the assembly, the primary amendment is the immediately pending question.

**Meeting.** A single official gathering of members in one room or area to transact business for a period with no break in the proceedings and in which the members do not separate except for a recess.

**Question.** After the Chair has stated a motion to the assembly, it is referred to as the question.

**Scope.** A range between what currently exists and the proposed change. When a motion requires previous notice, amendments to that motion must be within the scope (or range) of what currently exists and the change proposed by the motion.

**Session.** A series of connected meetings devoted to a single order of business.

**Stand at ease.** A brief pause, declared by the Chair, that does not constitute a recess. Members remain in their seats. Quiet conversation may take place, but it must cease immediately when the Chair declares the meeting again in order.









**G.I.R.L.** COLUMBUS, OH  
**2017**™

GO-GETTER > INNOVATOR < RISK-TAKER < LEADER

GIRL SCOUTS' 54TH NATIONAL COUNCIL SESSION • OCTOBER 4-6



EXPERIENCE THE  
POWER OF A  
**G.I.R.L.**

Addendum 2  
Program



## Meeting 1 Opening Ceremony

Wednesday, October 4, 2017

7:30 PM – 9:45 PM

7:30 PM

Program begins

Opening Ceremony

Keynote Address: *JoAnn Deak*, Psychologist and Author

**Alyson Woodard**, Assistant Vice President

*Ohio Entertainment Market, AT&T and*

*Host Committee Member*

**Stella Keane**, Senior Vice President

*Talent Management, Big Lots Inc. and GSOH Board Member*

## Business Meeting 2

Thursday, October 5, 2017

8:30 AM – 4:15 PM

Call to Order

Introduction of special guests

Adoption of Credentials Report

Adoption of Standing Rules

Adoption of Program

Stewardship Report of the National Board of Directors

Treasurer's Report

WAGGS World Conference update

WAGGS Leadership Address

**Q&A on Proposal #1:** Reducing the Size of the National Board

Debate and vote Proposal #1:

**Q&A and Proposal 2:** Establish the National Board Development Committee as a Committee of the National Board

Debate and vote Proposal #2:

**Discussion Topic:** Engage More Girls: What does Girl Scouts need to do to reach more girls and increase impact?

**Nominations for the National Board of Directors and National Board Development Committee**

Elections

**Q&A and Proposal 3:** Lifetime Membership Dues

Debate and vote Proposal #3:

**Address by Dianne Belk**, *Founding Chair, Juliette Gordon Low Society*

Adjournment



# National Council Session Agendas

## Meeting 3 and Closing Ceremony Friday, October 6, 2017 9:00 AM – 12:00 PM

Call to Order

Final Credentials Report

Election Results

Installation of National Board and National Board  
Development Committee

Keynote Address: Kathy Hopinkah Hannan, National President

Report from the Girl Planning Team

Keynote Address: Sylvia Acevedo, CEO of GSUSA

National Young Women of Distinction Presentation

Time & Place Report for 2020 National Council Session

Closing Ceremony

Addendum 3  
Stewardship Report



# G.I.R.L.

COLUMBUS, OH

# 2017

TM

GO-GETTER

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RISK-TAKER

LEADER



# Stewardship Report

2017 National Council Session/54th Convention  
Greater Columbus Convention Center  
October 4-6, 2017



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# Introductory Letter

## ***To the Members of the National Council:***

Three years ago, we gathered together in beautiful Salt Lake City, Utah, to celebrate the beginning of our second century as a movement and all the incredible ways our members across the United States and the globe continue to discover, connect, and take action to make the world a better place. The years since that meeting have been a time of innovation, transformation, and acceleration for our Girl Scout Movement. We have begun to deliver on the strategic priorities we laid out for 2015–18, including addressing our membership decline, unleashing a new era of strategic partnerships, and leveraging our many collective and valuable assets for the greater good of the Movement—and for the benefit of all girls and, ultimately, society.

Grounded by our mission, traditions, and 100-plus years of preparing girls for a lifetime of leadership, together we've taken bold action to increase awareness of our purpose and relevancy and to ensure our organization continues to evolve to serve new generations of girls and volunteers. We're truly working collaboratively to increase our impact and grow our “three Ms”: membership, money, and Movement. And, thanks to increased unification throughout the Movement, we've recently added a fourth M to the mix: momentum!

No one builds more female leaders than Girl Scouts. This is the legacy of our visionary founder Juliette Gordon Low, who knew the value of every girl, and it is what sets us apart from other youth-serving organizations. Put simply, if we want more female leaders in our country and the world, we need more Girl Scouts. At Girl Scouts, we don't just offer the opportunity to build hard skills like coding or running a business, we tie these skills to leadership development so that girls also build the confidence, grit, collaborative spirit, and critical-thinking skills that enable them to be successful in any path they choose.

For more than 100 years, we've been creating the leadership pipeline for women, giving girls the opportunities and tools that enable them to create positive change in their families, communities, and around the world. Over the past three years, we have made significant investments in our people and infrastructure to reach a broader audience and amplify Girl Scouts' position as the authority on girls and female leadership. Our collaborative strategic efforts and targeted outreach are making a difference: many councils are reporting membership growth or multiple years of sustained growth.

While we've been hard at work reaching more girls, families, and volunteers, we've also made enormous strides toward aligning councils and Girl Scouts of the USA so that we can build our capacity to scale innovative ideas, engage partners, and deliver on our promise to girls. We are enhancing our girl program by focusing on our commitment to the outdoors; science, technology, engineering, and math (STEM); life skills; entrepreneurship; and the Digital Cookie® platform. And we continue to tell our unique Girl Scout

story, highlighting our competitive advantage as the only organization that provides access to thousands of girl-led experiences and reinforcing the story through our G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)<sup>TM</sup> brand essence. We also praise the centennial celebrations of our highest award, the Gold Award, and of Girl Scouts selling cookies.

Our program, the caring and supportive volunteers who deliver it, and our powerful and iconic brand define our competitive advantage in a more and more crowded marketplace. And over the past three years, we have been consistently recognized for our value to the girls and volunteers we serve and the progress we are making as we revitalize our Movement at the beginning of its second century. For example, in June 2017, GSUSA was ranked second on the World Value Index, a much-anticipated annual report that measures world-class organizations based on how different audiences perceive and value a brand’s purpose and mission. In partnership with our councils and volunteers across the country, we stand as ambassadors of one of the most recognized and respected brands in the world.

As a Movement, we understand that leadership isn’t defined by who we are but by what we do. We want to thank you for the work you do—for your continued commitment to Juliette Gordon Low’s vision of serving more girls in more ways than ever before. Girls can truly change the world, and we look forward to continuing the great work we do together on behalf of them, their families, volunteers, and Girl Scout staff to shape the leaders of the future—and the future of Girl Scouts—in our next triennium and beyond.

Yours in Girl Scouting,



**Kathy Hopinkah Hannan**  
 National President



**Sylvia Acevedo**  
 Chief Executive Officer



# Executive Summary

***The 2017 Stewardship Report offers a summary of the “State of the Movement” and highlights all the work we have accomplished together over the last triennium (fiscal years 2015, 2016, and 2017).***

In the beginning of our second century of service to girls, and during a time when girls across the country and the world continue to face incredible challenges to their well-being, the Girl Scout Movement is more relevant and essential than ever. Which is why stemming our membership decline is the most critical collective action we are taking as a Movement. Though we have continued to slow the rate of decline over the past three years, we remain laser-focused on achieving sustainable growth—strengthening our ability to reach and serve more girls, in more communities, across all demographics.

Every day, we as a Movement are working to create a world in which girls empower themselves to build lives of purpose and to follow their dreams—and over the last three years, we have come together as one to ensure we are delivering on our mission and promise to girls.

In September 2015, after a highly collaborative process that began in 2013, the Girl Scouts of the USA (GSUSA) Board of Directors approved our three-year Movement strategy. More than 100 participants from across the Movement were involved in the strategy’s development, including leaders from councils and GSUSA, National Board members, volunteers, and external experts.

## **Our Movement strategy has at its core five strategic goals:**

1. Reach and serve more girls from all communities
2. Deliver consistent, high-quality, outcome-driven girl programming by enhancing the Girl Scout program and exploring ways to deliver it more effectively
3. Increase investments by strengthening our resources to grow our Movement
4. Operate more effectively by establishing clear roles and shared goals so we can move forward as one unified Movement to better serve our girls
5. Build an even stronger Girl Scout brand by uniting around our unique leadership story

This strategy is grounded in our mission, core purpose, and shared commitment to serving every girl who wants to be a Girl Scout, regardless of means, neighborhood, or family background. The strategy builds on what has worked best for us as both a national and local organization and positions us to meet our challenges while staying true to our history and mission, and ultimately, Juliette’s vision.





## **A Winning Formula—Key to Our Competitive Advantage**

**Girl potential + skills and programming + the Girl Scout Leadership Experience (GSLE)  
 + caring adults with social capital = the Girl Scout success model**

### **This report is divided into three sections:**

1. An overview that outlines our roadmap for the future and summarizes our work over the last triennium in the context of our 2015–18 Movement strategy, with a focus on our three Ms: membership, money, and Movement
2. An outline of what we have accomplished together
3. Our financial reports

Throughout the *2017 Stewardship Report*, we discuss the initiatives we have cocreated, launched, and strengthened over the past three years, including:

**Aligning our federated network so that we speak with one voice across the Movement.** Network alignment serves as a springboard into our future, a foundational element that allows us to accelerate our progress on achieving our strategic goals and reaching more girls. Over the past three years, we have come together to define our roles and responsibilities within the Movement to speak with a consistent voice, create more efficient ways to work, and ensure that all girls have a high-quality experience that achieves our mission objectives.

**Refining our girl program pillars and outcomes.** We have strengthened and simplified our program offerings, which align with four national program pillars: STEM, the outdoors, life skills, and entrepreneurship. We have also streamlined our program outcomes to reflect the five ways Girl Scouts builds girl leaders—through enabling girls to build a sense of self, develop positive values, form healthy relationships, seek challenges, and solve community problems.

**Pivoting from strategic investments to strategic partnerships.** While we continue to fully invest in our key initiatives, we have also recognized the need to make major changes to our funding model to ensure a sustainable future. This means seeking partners that can leverage their resources to collaborate with us on mutually beneficial opportunities. The shift reflects a real example of possibility thinking in action and also recognizes the tremendous scale, reach, and assets we collectively have as a Movement.

**Introducing our G.I.R.L. brand platform.** In November 2016, we rolled out our G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader) brand essence, which expresses the core values and history of our brand, defines leadership the Girl Scout way, showcases the unique experiences and skill-building opportunities Girl Scouts offers, and emphasizes the types of experiences girls have through Girl Scouting. G.I.R.L. is at the heart of what we offer our membership, has inspired powerful partnerships, and is now infused throughout our Movement communications.

# Executive Summary

**Expanding our methods of mission delivery through social capital pilots.** These pilots leverage national partner organizations whose members can become volunteers to form troops for girls in their communities. Such partner volunteers can provide troops for girls in underserved or underrepresented communities.

**Movement-wide technology enhancements and a common operating model that bring a truly 21st century experience to girls and volunteers.** Through our Customer Engagement Initiative (CEI), our annual customer satisfaction survey (Girl Scout Voices Count), the increasing sophistication of our marketing efforts, the Council Health Dashboard, and the Digital Cookie platform, we have been transforming into a more customer-centric, data-driven, efficient, and effective organization both nationally and across and within councils. We live in an era of constant and accelerating change, and we need to be able to continuously evolve to serve new generations of girls and volunteers, especially as our program becomes more and more technologically enabled, mirroring the world in which our girls live. To best serve our members, we recognize that we must accelerate our investments in state-of-the-art delivery systems that support contemporary service models for girls who are digital natives, while also keeping in mind those who don't have access to or fluency with the latest technology.

**Thought leadership and cutting-edge research.** We are committed to maintaining our position as the experts on girls' leadership and healthy development, and we remain equally committed to using our knowledge to act as a voice for girls. In this past triennium, the Girl Scout Research Institute (GSRI) has released a series of important reports that garnered national media and policy attention, including *The State of Girls 2017: Emerging Truths and Troubling Trends* (the third edition of this report), which addresses national- and state-level developments across key indicators affecting girls' overall well-being. We unveiled the report before a packed room in the Russell Senate Office Building on Capitol Hill. Other groundbreaking reports included *How Girl Scout STEM Programs Benefit Girls* (2016) and *The Power of the Girl Scout Gold Award: Excellence in Leadership and Life* (2016), both of which underscore Girl Scouts' positive—and measurable—effect on girls' lives. We also authored the fact sheet “Girl Scout Alumnae by the Numbers” and launched our “Raising Awesome Girls” content hub.





To protect our collective future as a society, we must maintain a strong pipeline of female leaders, and Girl Scouts has a proven record of not only building girls of courage, confidence, and character who make the world a better place but also of instilling in girls the skills and smarts to be the leaders of tomorrow. It’s no coincidence that the majority of female U.S. astronauts, female tech leaders, and female U.S. senators, as well as half of female U.S. small business owners were all Girl Scouts.

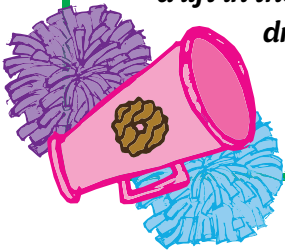
In short, Girl Scouts works—and it has from the very beginning of our Movement, when our pioneering founder Juliette Gordon Low gathered together that first small troop of 18 culturally and ethnically diverse girls in Savannah, Georgia, in 1912. More than 100 years on, we continue to prepare girls to lead their best lives: new research from the GSRI report *The Girl Scout Impact Study* finds that Girl Scouts shine above their non-Girl Scout peers in leadership, academics, career aspirations, and hope for the future. The GSRI found that Girl Scouts are more likely than non-Girl Scouts to:

- Have a strong sense of self
- Have positive values
- Seek challenges and learn from setbacks
- Exhibit community problem-solving skills
- Develop and maintain healthy relationships

Likewise, Girl Scouts are more likely than non-Girl Scouts to participate in healthy activities, volunteer in their communities, seek out outdoor experiences, explore STEM subjects, value financial literacy, work collaboratively, and see themselves as leaders and decision-makers.



***One of the most significant findings from The Girl Scout Impact Study? Girl Scouts can buffer girls against negative outcomes during one of the most crucial times in their lives: the middle-school years. Unlike their non-Girl Scout peers, middle-school Girl Scouts exhibit a lift in their sense of self rather than a decline. Non-Girl Scouts experience a dramatic drop in interest and involvement in their communities during middle school, while their Girl Scout peers’ desire to solve problems in their communities actually increases. The importance of this finding cannot be overstated.***



**Looking ahead to our next triennium, it’s imperative for the future of our Movement that we remain a visionary organization that embraces possibility thinking as a key principal.** One way we will embrace this value is in the way we think about our wealth of assets—the Girl Scout “jewels.”

# Executive Summary

These jewels include our:

- Brand
- People—our volunteer network, which exceeds 200,000 individuals, and our council and national staff—all of whom are passionate about bringing our powerful mission to life
- Iconic Girl Scout Cookie Program
- Movement properties (council- and GSUSA-owned offices, camps, the Juliette Gordon Low Birthplace, the Edith Macy Conference Center, etc.) that total more than 112,000 acres, ranging from a beachfront property to timber forests
- Programming and digital reach
- 59 million alumnae
- Global presence, in part through USA Girl Scouts Overseas
- Cultural resources

We must think strategically about how we can work together to better leverage these assets for maximum returns to our Movement, and over the next three years we expect to make great progress on harnessing and operationalizing their value for the greater good of the Movement—and especially our girls.

The Girl Scout Movement has had an incredibly productive and impactful three years. Every day we are giving girls the tools they need to empower themselves, and in our next triennium, we will continue to bring girls experiences that no other youth-serving organization can match. Through these experiences, girls will gain the hard and transferable skills they need to become go-getters, innovators, risk-takers, and leaders and to practice a lifetime of everyday leadership—the type of leadership that makes our communities, workplaces, and world a better place.





# **PART ONE:** **A Roadmap for the Future**

- Our 2015–18 Movement strategy was cocreated with more than 100 participants across the Movement, as well as external experts, and was approved by the National Board in September 2015. It combines feedback from our council engagement committees composed of council leaders, board members, volunteers, subject matter experts, and GSUSA staff.
- **The below strategic objectives provide a foundation that all initiatives and work were built on for 2015–18:**



**Reach more girls**—serve more girls from all communities

**Higher impact**—deliver consistent, high-quality, outcome-driven girl programming



**Increased investments**—strengthen our resources to grow our Movement

**Effective operations**—operate like one business moving in one direction, across the Movement



**Even stronger brand**—speak with one voice, supported by our G.I.R.L. Champions, by uniting around our unique Girl Scout story

Everything we’ve done and are doing to realize these objectives reflects our laser focus on strengthening our three Ms—membership, money, and Movement.



# PART ONE: A Roadmap for the Future

## Aligning Our Network: A Team Effort

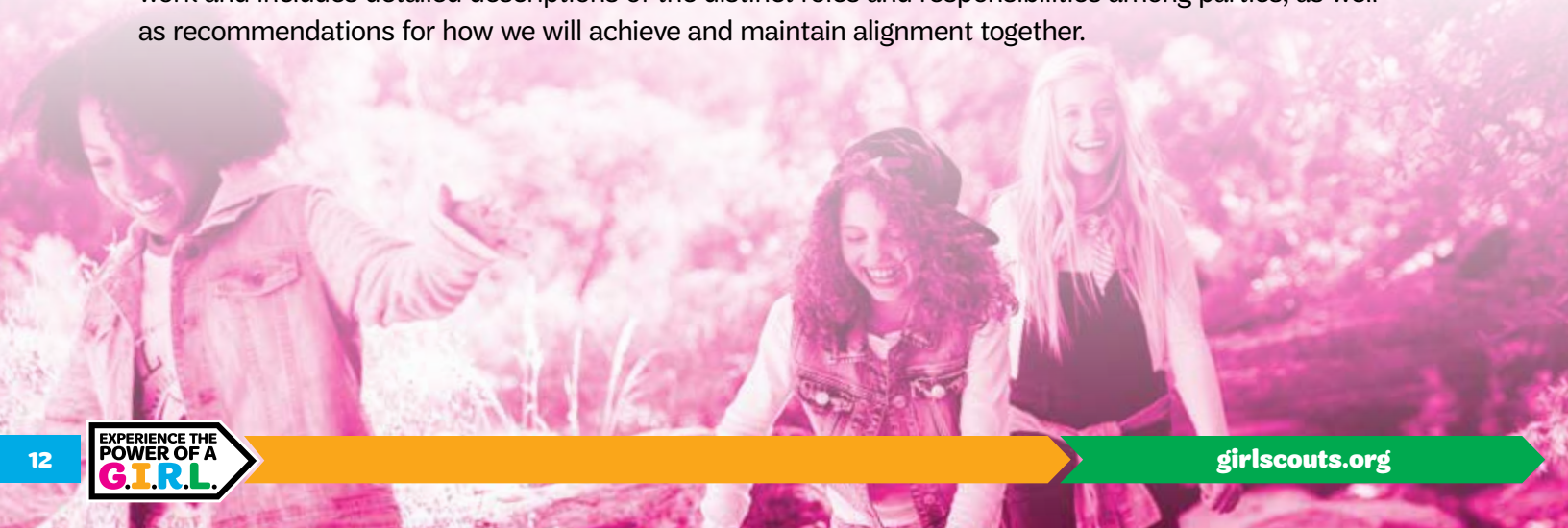
Aligning our federated network is of the utmost importance to our Movement strategy's success. The strategy creation team made clear that Girl Scouts needs to come together to define our roles and responsibilities within the Movement to speak with one voice, create more efficient ways of work, and ensure that all girls have a high-quality experience that achieves our mission objectives. This is why we prioritized network alignment in the first year of the strategy.

As part of our network alignment initiative, we identified three essential aligning mechanisms: a common brand, a national girl program, and a common operating model with supporting technology to best serve our girls, parents, and volunteers. Continuing to assess performance, share best practices, and increase Movement-wide operational expertise is necessary for future expansion, innovation, and success.

Emblematic of our commitment to working together to strengthen our network alignment are our collaborative council engagement committees; over the past three years, more than 30 committees have been formed, with 299 national leaders from 94 councils participating. These committees have helped ensure that council and national input and perspectives are represented and used to shape and define the work that will most effectively accomplish our Movement-wide strategic goals. The committees moreover leverage the value of our partnerships, encourage cocreation, enable the sharing of best practices, and respect the strengths and leadership of all partners while upholding and prioritizing an enterprise view.

For our Movement to scale innovative ideas, deliver on our promise to girls, and bring on national partners, it's important to ensure that the full organization has sustainable membership and financial models. We continue to develop and offer training, toolkits, and consultation to council leadership. Among our new resources is the Strategy Alignment and Planning Process Toolkit, a 90-day step-by-step suite of assets that helps councils adhere to the Movement strategy in a way that reflects local markets.

We've also worked with representatives from GSUSA and councils to develop the *Girl Scout Network Alignment Guidebook*. This guidebook acknowledges and highlights each partner's unique value to our work and includes detailed descriptions of the distinct roles and responsibilities among parties, as well as recommendations for how we will achieve and maintain alignment together.



## **Strategic Partnerships: A Pivot to a More Sustainable and Dynamic Funding Model**

Girl Scouts has a demonstrated impact and scale that are hard to match. Our competitive advantage can attract partners and inspire them to leverage their resources and collaborate with us on mutually beneficial opportunities. And although increasing individual giving is crucial and needs to become a healthy part of our funding model, leveraging our strategic investments with strategic partnerships allows us to offset expenses, especially in areas of programmatic content and technology builds, and bring in needed subject-matter expertise. In addition, successful long-term cultivation of relationships that will bolster our Movement and our girls needs to be supported by process, systems, and reliable data management to ensure a sustainable foundation for fund development.



Joining forces with companies that share our values and a commitment to our mission enables us to make use of a partner’s reach and platform. For example, our partnership with LinkedIn (a business- and employment-focused social networking site) will help accelerate our ability to retain and acquire alumnae, raise funds strategically, target campaigns with higher return on investment, and make data-informed decisions. Using LinkedIn’s existing social media platform, integration with Salesforce, and searchable public data will enable us to accomplish all this without technology builds or large capital investments. We can additionally engage with Girl Scouts at different stages of their lives—from older girl member to college student to intern to young professional to mom/aunt/caretaker to experienced professional. We’ll be able to find alumnae and past board members more readily, cultivate them as potential funders, and leverage key influencers locally and nationally.

The network alignment work we’ve accomplished, moreover, along with our investments in our brand and the Customer Engagement Initiative, are allowing us to go into partnership meetings and more easily demonstrate our collective value and influence as a Movement. We expect this to translate into partnership agreements with a larger rate of success.

Continuing to form strategic partnerships will be instrumental in helping us build a robust digital and mobile experience for our girls, families, and volunteers.

## **Leveraging and Maximizing Our Cultural Assets**

To elevate and leverage GSUSA’s unique history, collections, and properties for the Movement, and to bridge them to the 21st century, during the last triennium we established the Cultural and Property Assets Department. This department oversees Girl Scout assets, including the Juliette Gordon Low Birthplace, the Edith Macy Conference Center, and our headquarters at 420 Fifth Avenue in New York, which features a significant curatorial and archival collection spanning our Movement’s entire history.

# PART ONE: A Roadmap for the Future

The Cultural and Property Assets Department uses digital technology and best practices to ensure that access is modern and relevant to today's audiences, as well as aligned with the national organization. The department determines and implements newer initiatives that deepen that work and establish GSUSA's cultural resources within a place-based context, offering robust, relevant, and innovative experiences with the assets' more than 100,000 annual visitors. In addition, the department serves as a resource to our 112 Girl Scout councils regarding their own historic properties and collections, providing insight on and recommendations for stewardship, conservation, public access and engagement, and development opportunities.

As part of this work, we have established new outdoor experience collaborations in Westchester County, New York, and have begun to digitize our collection in New York City for an online catalog—and this is just the beginning! We've already earned two national awards for our programmatic efforts at the birthplace, and we look forward to further discussing the opportunities for our council and national resources, working every day to harness “the power of place” as a compelling platform for supporting and growing the Girl Scout Movement.

## **Refreshing Our National Office Space to Better Serve Our Movement**

To fund the implementation of our multiyear business strategy, which includes the rollout of initiatives and new technology platforms across the Movement, the National Board challenged GSUSA to find new and sustainable revenue streams, including the optimization of its real estate assets. GSUSA reviewed its asset base and received National Board approval to sell several floors at our 420 Fifth Avenue location in New York City, and GSUSA did so in 2016. We are currently undergoing renovations required to consolidate national staff onto five floors, generating operational savings by adhering to sustainable practices and decreasing our footprint.

With an eye to the future, GSUSA is using the proceeds of this sale to do some important things for our organization, including creating a Movement Growth Fund that enables us to better serve girls and volunteers in their communities by providing, for example, sustained, long-term pension relief for councils. GSUSA expects to make the first distribution from the fund's spend rate in the first quarter of fiscal year 2018 (FY18).

GSUSA is also creating a Girl Scout-branded, mission-inspired retail space on our ground floor at 420 Fifth Avenue. This new headquarters store will serve as the ultimate Girl Scout destination. The store is slated to open early in FY18.





## G.I.R.L. MOVEMENT MOMENT



### LEADER

Meet troop leader **Connie Wysota** from Nassau County, New York. A former Girl Scout and a troop volunteer for more than 17 years, this working mom of four not only co-led

her younger daughter’s Gold Award girls from Troop 520 but also her older daughter’s troop—inspiring all girls in the troop (24 total!) to earn their Gold Awards.



**Taking the lead for her girls:** Connie first signed up to be a troop leader in 1999 at her older daughter’s kindergarten orientation. She had fond memories of her own childhood troop leader, valued the effect that Girl Scouts had on her life, and wanted the same for her daughters. Although her job as a practicing attorney left limited time for volunteering, she teamed up with a neighbor to co-lead the troop, and the two forged a strong partnership and friendship. The troop girls built a bond of sisterhood, too. “Although they were not part of the same friend groups in school, when they came together in Girl Scouts, they respected and supported each other,” said Connie. “It was expected of them.” Together, the majority of girls progressed all the way to the Ambassador level! To keep them interested and committed for the long term, Connie solicited their ideas for activities and planned the year around their suggestions, meeting with parents to review troop goals. She encouraged girls and their families to view Girl Scouts as a priority—even when the demands of schoolwork, sports, and other extracurricular activities mounted in middle school and high school—and GSRI’s newest research shows the benefits of doing so. According to *The Girl Scout Impact Study*, Girl Scouting acts as a buffer for middle school girls, helping them increase their sense of self, confidence about their futures, and desire to solve problems in their communities at an age when it’s more likely for those feelings to decrease. And the study shows that Girl Scouts stand out significantly from non-Girl Scouts in leadership, academic achievement, and hope for the future.

**Going for the gold:** When it came time to discuss the Gold Award, Connie urged girls to choose projects they were passionate about. She met with girls individually to flesh out their ideas and offered support every step of the way. “The skills a girl develops in connection with earning her Gold Award will last a lifetime,” she said. Girls must identify a need and develop, organize, and lead a long-term project—learning budgeting, team management, and public speaking in the process. “It is a lengthy journey, but as my girls will tell you, it was well worth the effort!” Connie said. Now that the girls of Troop 520 have graduated from high school (and her older daughter’s troop members are already out of college), Connie has ended her long run as troop leader. But she added, “I thank Girl Scouts for the opportunity to work with these amazing young women. I am going to miss them as they begin their next life journey.”



# PART TWO: What We've Accomplished Together

## Driving Membership

As Juliette Gordon Low said, “Truly, ours is a circle of friendships, united by our ideals.” The success of the Girl Scout mission depends on all of us bringing our collective best to girls. Girl Scouts is the only youth-serving organization in the world that offers access to thousands of girl-led experiences. We have a powerful program with proven impact and a scale that is hard to match, delivered by caring and supportive adults with social capital. Our program; the people who deliver it; and our powerful, iconic brand define our competitive advantage in a more and more crowded marketplace.

Programming that is relevant to girls and that reinforces fun and friendship is central to our focus on membership. We're steadying the membership decline and bringing more adults into the organization who care for our girls and our mission. We've tackled the hard work of aligning our Movement around shared goals and a common operating model, CEI, which is better positioning us to make progress on our primary goal of increasing membership. We've also learned that an integrated and cross-functional approach with both long-term and short-term strategies is important. With this in mind, in addition to implementing and adopting CEI, we must participate in sales training and access Movement-wide data to take advantage of crucial membership levers. Additionally, through greater GSUSA department integration, we have begun to align our tactical membership efforts with the council lifecycle to leverage different windows of engagement and opportunities to sign up or renew. As part of this effort, GSUSA's Marketing and Communications team and the Customer Office created a calendar based on when councils hold membership drives. This tool has allowed us to create recruitment campaigns in line with councils' needs.

Through our Girl Scout programming, we create positive outcomes for girls in all communities. And we know that telling our unique Girl Scout story—speaking with one voice, as a unified Movement—gives us the opportunity to inspire more funders to give and more potential members to learn about all the amazing things girls can do at Girl Scouts.

## Launching New STEM and Outdoor Programming

In July 2017, we launched our largest programming rollout in almost a decade. The new content is aligned to our five national program outcomes, delivering on our continued commitment to the outdoors and our Movement strategy objectives to reach more girls and have a higher impact through consistent, high-quality, outcome-driven girl programming. These new offerings provide an intrinsic connection to our goal of membership growth, which must be both sustainable and meet our program outcomes. The programming brings Girl Scouts even more opportunities to learn skills and carry out Take Action projects that give them the experiences they need to succeed in life.



The new program content includes several simplified Journeys and 23 badges in STEM and the outdoors (to read more about our renewed commitment to the outdoors, see page 23). Girl Scouts can design robots and racecars, go on environmentally conscious camping trips, create algorithms, collect data in the great outdoors, try their hand at engineering, and much more. GSUSA created select badges, primarily focused on STEM for K–5 girls but also including K–12 outdoor programming, with curated content from notable organizations in the STEM and outdoor industries, such as GoldieBlox, WGBH/Design Squad, the Society of Women Engineers, the Leave No Trace Center for Outdoor Ethics, Code.org, and SciStarter.



## G.I.R.L. MOVEMENT MOMENT

### INNOVATOR

Meet the people, programs, and partners reaching underserved girls in groundbreaking ways!

**Girl Scouts for all:** Every girl who wants to be a Girl Scout should have the opportunity to become one, regardless of her means, neighborhood, or family background or circumstances. Councils across the country, and the world, are finding revolutionary ways to ensure that our Girl Scout program is reaching girls who need it most. Here are some great examples:

- **Troop 6000, the first Girl Scout troop composed of homeless girls in New York City.** For the girls in Troop 6000, Girl Scouting not only provides leadership skills to last a lifetime but also security, stability, and the fellowship of peers who also live in shelters. The program launched in February 2017 at a homeless shelter in Queens and is expanding to 14 other shelters in New York City. Though Troop 6000 was the first troop to serve homeless girls in New York City, it's not the first of its kind nationally; it builds on Girl Scouts' longstanding history of creating nontraditional troops to serve girls growing up in unique conditions.
- **Girl Scouts Beyond Bars brings the Girl Scout program into correctional facilities for girls whose moms are incarcerated.** The program strengthens mother-daughter bonds and lessens the impact of separation by providing girls and their moms with special time together to share activities, hugs, and conversation. Currently offered in nearly 20 councils across the country, the program also fosters leadership and positive decision-making skills.
- **Girl Scout Troop 20912 in Amman, Jordan, serves Iraqi and Syrian refugees who've had to flee their homes because of the conflicts in their countries.** The troop, which was started in 2014 by a university student interning at a refugee camp, aims to brighten girls' lives and foster friendships and hope as they work together on weekly activities, like earning their Music badge. This year, 20 girls participated with the support of volunteers.

# **PART TWO: What We've Accomplished Together**

## **Social Capital Pilots: Exploring New Partners for Volunteer Recruitment**

Volunteer-led troops remain our largest model of mission delivery. We have started social capital pilot programs, which leverage national partner organizations that can provide volunteers to run troops for girls in underserved or underrepresented communities. Our first social capital pilot launched in January 2017 with the Association of Latino Professionals for America, working with 11 councils.

Through these efforts, we have learned that partners require plenty of cultivation to understand our mission, find the areas of need, recruit committed volunteers, and train and deploy volunteers with minimum resources. Developing a readiness criteria for both councils and partners is incredibly important so they can establish a cohesive and strong relationship. Partner organizations have volunteers who can bring their resources to our program but do not necessarily want to start out as troop leaders—many need cultivation events or episodic opportunities to get the buy-in and to grow interest. We have found that councils that dedicate time and resources to support partnerships see better outcomes with regard to volunteer recruitment.

## **Reaching, Recruiting, Activating: Our Customer Engagement Initiative (CEI)**

CEI has been the catalyst for one of the largest business evolutions that Girl Scouts has ever undertaken. This Movement-wide business transformation, which began in 2014 and focuses on people, process, and technology, has helped unite Girl Scouts with common goals and a more closely aligned business model—better positioning us to increase our membership and enabling us to achieve early results on a host of strategic goals. Our Movement now has a common set of data and analytical tools, increasing our capabilities to be a data-driven organization at GSUSA headquarters and across all councils. This in turn has allowed us to identify and amplify best practices and assess which councils or areas may need more support—all in a faster, more sophisticated, and more actionable manner than was possible before CEI.

Our volunteers told us that we needed to simplify the process for joining and volunteering and to offer a more streamlined program. With CEI, we're able to reach, recruit, and activate new members and volunteers in a matter of days (instead of weeks or months) and stay connected with them. Three



components support this business transformation: Volunteer Systems (fueled by Salesforce), the Volunteer Toolkit (VTK), and the Adobe Web Platform.

Since the launch of our Movement strategy, we have made significant strides in achieving and sustaining top results across all customer-facing key performance indicators. We’ve learned that people and process changes are just as important as technology changes and that councils that have invested in both CEI and sales training are seeing even more significant improvements in membership:

- Membership renewal time has been significantly reduced, with 50 percent of girls able to sign up in one day.
- Easy-to-search troop lists have made joining and volunteering much more straightforward.
- Digital access to program content and tools is especially beneficial to new volunteers, with the highest adoption of VTK (60 percent) coming from Daisy troop leaders.
- Seventy-five percent of customer needs are resolved in an average of two days.

CEI has allowed us to serve more girls and has provided us with an instituted, data-driven approach to manage our membership efforts across the Movement. Although we consider CEI a competitive advantage, and a positive investment thus far, we also acknowledge that this process has posed a significant disruption during onboarding and requires a short adjustment phase thereafter. We are committed to continually providing further resources and enhancements to CEI, which will be key to our long-term success. Tracking the adoption rate of volunteers using the VTK will also be important to ensure that our investments in girl programming and outcomes are delivered to every girl.

With CEI, we have collectively acknowledged that we needed advancements in customer-centric business models, supporting technology, and data collection. As of September 30, 2017, we have 109 of 112 councils, plus USA Girl Scouts Overseas, on CEI—an amazing accomplishment and a true testament to our collaborative network.

## **Sales Training: Building a National Sales Culture**

CEI is more than just a tech platform—it’s a transformation in how Girl Scouts operates that better supports councils and makes it easier for volunteers to get involved and for parents to sign their girls up. Significantly, CEI also reinforces a customer service (or member-centered) mindset to better serve our existing members and make it simpler to grow membership and improve service to girls.

At Girl Scouts, we know we have an amazing girl program—our outcomes prove it. However, the fact is, if we’re not out there selling our program, championing our value to girls, and showing our relevance, we limit the number of families we can reach. That’s why, for the past three years, GSUSA has been offering sales training for council staff through its partnership with Sandler Training, Inc., a company that provides training programs for salespeople at small-, medium-, and Fortune 500-sized businesses, as well as for entrepreneurs and independent consultants. Our goal with this initiative is to optimize the impact of telling our Girl Scout story and build a national sales culture at councils.



# ***PART TWO: What We've Accomplished Together***

In addition to providing councils with several annual in-person and virtual trainings facilitated by Sandler, we launched the Sales Coach program in the summer of 2016 with the goal of having our own council team members act as sales coaches who are able to train and reinforce concepts, theories, and tactics from Sandler.

GSUSA, in partnership with councils nationwide, selected 10 committed council staff members to be the first sales coaches in the program. In 2017, we doubled the size of the program, and we now have 18 council staff and four GSUSA staff members who have all been trained as certified Sandler sales coaches. These individuals completed a rigorous three- to five-day program facilitated by Sandler trainers and are now authorized and equipped to connect the key Sandler tools, techniques, and concepts directly to the Girl Scout Movement nationwide.

In 2016, our sales coaches alone trained more than 600 council staff at 18 councils; already since January 2017, they have trained more than 200 staff at nine councils. And we anticipate that another 300–400 council staff members will receive training by the end of 2017. The beauty of the program is that it allows council team members to work directly with their sales coach to customize a rich training experience tailored to individual council needs and directly aimed at supporting membership growth using practical, proven, and effective communication tools and techniques.

Over the course of the past few years, we have seen noticeable membership growth at councils that have participated in GSUSA-provided sales training opportunities, versus councils that have not. Building on the successes we've already seen in infusing our Movement with a contemporary sales culture comprising principles and strategies distinguished by integrity and empowerment, we look forward to further rolling out this sales training to more and more councils in our next triennium.

## ***Leveraging Data: Council Health Dashboard***

The Council Health Dashboard, which is now part of the annual review process for all councils, provides them with timely, specific, and comparative benchmarks and insight on performance relative to overall health goals and other councils. A working group of CEOs and board chairs assessed the current and past efforts for annual reviews and chartering and determined that leveraging the dashboard's data and methods in reviews would be significantly valuable to the Movement. This new metric became an official part of reviews in May 2017.

The dashboard compiles data to determine the answers to six essential council health questions:

1. Do we have a successful model that drives positive impact for girls?
2. Does our membership represent the communities we serve?
3. Do we have a sustainable volunteer program delivery model?
4. Do we have a sustainable financial model that ensures we have the resources to deliver on our mission?

5. Is our board engaged in its governance and resource development?
6. Do we have a human resources/people model and environment that supports our mission?

Over the past two years, the dashboard has allowed councils to make data-driven decisions and enabled our Movement to recognize real trends versus loud but not representative voices and data points. Now, as we align the annual review process and the dashboard, we are confident that we are prioritizing the key drivers of Movement health and growth.



## G.I.R.L. MOVEMENT MOMENT

### INNOVATOR

**Meet the “Supergirls” from Girl Scouts of Eastern Oklahoma.** Back in 2015, this team of six-year-old Daisies was invited to the White House Science Fair to demonstrate

the girls’ battery-powered page turner, which they invented to make reading easier for people with arthritis, injuries, and disabilities.

**Discovering their engineering potential:** Their prototype took several brainstorming sessions, piles of Lego bricks, and three months to build. Leading up to their White House debut, the Supergirls participated in the 2014 Think Tank Challenge through FIRST LEGO League Jr., during which they researched different tools that help students learn. That experience led to the girls receiving an invitation to the state championship, where their creation was selected by the statewide FIRST program director to be the only project exhibited at the Kid IS the Rocket Symposium, an educational conference for librarians and educators in the region. “We love inventing things,” the Supergirls told U.S. President Barack Obama, who asked them and a few other Girl Scout STEM superstars back to the White House again in 2016 to speak on a panel about their experience.



**Learning by doing:** As the GSRI study *Generation STEM: What Girls Say About Science, Technology, Engineering, and Math* notes, 82 percent of girls see themselves as “smart enough to have a career in STEM,” with the creative and hands-on aspects of STEM holding the most appeal. STEM-interested girls take an active, inquisitive approach to engaging in science, technology, engineering, and math: a high percentage like to solve problems (85 percent), build and put things together (67 percent), work through hands-on science projects (83 percent), and ask questions about how things work and find ways to answer these questions (80 percent). As evidenced by the Supergirls, it’s safe to say Girl Scouts is proving that girls are the STEM leaders we need to build our future and make our world a better place.



# PART TWO: What We've Accomplished Together

## Enhancing the Girl Program

### Refining Our Program Pillars, Outcomes, Journeys, and Content Curation

In service of our mission to reach more girls in all communities, large and small, and with an objective to build our membership, we have committed to offering girls and their families a thorough, engaging, and meaningful program filled with activities and opportunities that girls can't experience anywhere else.

One essential component of building a more relevant girl program is understanding the wants and needs of our customers—girls and their families. As the leading experts on girls and their healthy development, Girl Scouts is in a unique position to know and act upon the desires of our members.

With our girls and volunteers showing us that we need to simplify our program offerings so they're easier for volunteers to deliver, more fun for girls, and more focused on achieving GSLE outcomes, we have aligned all program content around four national program pillars: STEM, the outdoors, life skills, and entrepreneurship. To help us deliver the skills and experiences that parents and caregivers have told us they want for their girls, we are enhancing our Girl Scout program and offering families a more consistent, higher-quality, and outcome-driven girl program.

By completing Take Action projects and earning badges involving these four pillars, girls will develop five positive outcomes that reflect the ways Girl Scouts builds girl leaders:

- 1. Sense of self:** Girls have confidence in themselves and their abilities and form positive identities.
- 2. Positive values:** Girls act ethically, honestly, and responsibly and show concern for others.
- 3. Challenge seeking:** Girls take appropriate risks, try new things even if they might fail, and learn from mistakes.
- 4. Healthy relationships:** Girls develop and maintain healthy relationships by communicating their feelings directly and resolving conflicts constructively.
- 5. Community problem solving:** Girls desire to contribute to the world in purposeful and meaningful ways, learn how to identify problems in the community, and create "action plans" to solve them.

We are developing new, simplified Journeys that feature fewer sessions, fewer activities per session, the new five outcomes, more prescriptive instructions for volunteers, and a multilevel option. As part of this effort, we have created new STEM and outdoor content that aligns with our national program pillars, and, for FY18, new badges and Journeys with curated content in engineering, robotics, and outdoor adventures.

The new, simplified Journeys were cocreated with councils and piloted before implementation: 18 council staff collaborated on the new *STEM Design Thinking* Journey, for example, which was piloted at 10 councils with 94 troops, 156 troop leaders, and 1,185 girls. Postpilot surveys have shown positive results, and lessons learned from the *Design Thinking* Journey were applied to the other new Journeys, enabling us to test these more rapidly through smaller pilots.

Our research also told us that girls and families want fun, more relevant content and experiences and greater quality and consistency of program delivery. This is crucial for achieving sustainable growth. We are now working with partners to curate preexisting top-tier content. By adapting content from partner organizations like Design Squad/WGBH, Code.org, SciStarter, GoldieBlox, Disney, the Leave No Trace Center for Outdoor Ethics, and the SETI Institute, we can release new program content for the STEM and outdoor pillars for the start of the FY18 membership year. In FY18, we will continue to develop and curate STEM and outdoor content; create our civic engagement program, which is the foundation of the life skills pillar; and lay the groundwork for entrepreneurship.

## **Renewing and Revitalizing Our Commitment to the Outdoors**

At our last convention in 2014, we worked together with councils to renew our commitment to getting more girls outside in fun, engaging ways that help them build valuable skills and an appreciation for the natural world. And our collective efforts have paid off in big ways.

In the past three years, we have successfully:

- Introduced 15 new Outdoor badges, including our first-ever Daisy Outdoor badge, via the Girls’ Choice badges program—which we announced at our last convention. It was the first time we had asked girls to vote on the badges themselves, and it reinforced our commitment to being girl-led.
- Launched the K–12 Outdoor Journey.
- Created eight outdoor education videos for new leaders.
- Debuted the “Get Outside” functionality on the VTK, funded by RK Mellon Foundation, to support the Movement initiative of getting girls outside.
- Launched the Girl Scout Ranger Program in partnership with the National Park Service. To kick off this collaboration, on May 2, 2015, our National President Kathy Hopinkah Hannan led 6,000 girls and volunteers in a celebratory march across the Golden Gate Bridge.



# PART TWO: What We've Accomplished Together

- Participated in the first-ever White House Campout. Dozens of girls and volunteers from around the country spent a night on the White House's South Lawn climbing walls, stargazing, orienteering, tying knots, and enjoying s'mores. The campout was part of First Lady Michelle Obama's Let's Move! initiative against childhood obesity.
- Collaborated with the National Park Service on a major new White House initiative to ensure that more schoolchildren in America have access to the outdoors. The Every Kid in a Park program gave fourth-grade students and their families free admission to national parks and other public lands for an entire year, encouraging more kids to get outside and be more active.
- Revised our *Safety Activity Checkpoints* resource and incorporated outdoor components into the VTK, council marketing and communications tools, and Girl Scout merchandise offerings.



## Digital Cookie: Delivering a 21st Century Program Experience

Launched in 2014, the Digital Cookie platform marked an important step into the next phase of the Girl Scout Cookie Program. With the introduction of this tool, we seized an important opportunity to drive council and volunteer alignment and growth, deliver a relevant girl experience, and strengthen the public's awareness of and access to the Girl Scout Movement. Digital Cookie is significantly modernizing our time-honored cookie program, ushering this vital part of the Girl Scout experience into the digital arena; introducing girls to crucial 21st century lessons about online marketing, app usage, and ecommerce; creating a fun, safe, and interactive space for girls to sell cookies; and providing findings we can use for future digital girl programming.

With Digital Cookie, we engage girls, councils, and the public in a game-changing way. Originally launched with 50 councils, Digital Cookie helped reverse the overall declining cookie sales trend. Because of the incredible media attention the launch garnered, Digital Cookie drove \$40 million more in cookie sales via traditional and online sales in its first year alone. We piloted the Digital Cookie platform during the 2013–14 cookie season, partnering with two demonstration councils to test key Digital Cookie components. Girls at these councils set goals, identified customers, created websites, captured customer orders face-to-face using a digital app, fulfilled orders, and tracked their progress. We have continued to roll out even more program-rich content at a growing number of councils during the 2.0 and 3.0 phases, reaching an increasing amount of girls with our promising new digital cookie-selling experience.



To prepare for Digital Cookie 3.0, we prioritized our investment in strengthening our platform and increasing girl participation. This investment paid dividends as evidenced by the lack of technical or service issues in FY17 and an increase in key metrics, including doubled sales and an 80 percent increase in the number of girls selling on the platform. Although we knew that the next most needed enhancement was to make Digital Cookie available to both bakers, we did not want to make a sizable investment in a technology that might not serve us in the long term. Thus, we have decided to continue to focus our Digital Cookie investment on system performance and increased engagement while we confirm the best long-term solution that considers our business objectives, enterprise architecture, and girl-experience goals across the Movement.

DIGITAL COOKIE PERFORMANCE	Digital Cookie 1.0	Digital Cookie 2.0	Digital Cookie 3.0
Number of Councils on Platform	50	56	59
Revenue	\$3,537,485	\$7,544,871	\$17,720,876
Number of Girls Selling	37,091	63,779	110,165
Percentage of Girls Participating in Traditional Sales Who Also Participated in Digital Cookie	7.4%	11.5%	19.9%

Digital Cookie also turned heads in the wider external culture. Our inaugural presence at the January 2015 International Consumer Electronics Show in Las Vegas made a major splash, and in February 2015, GSUSA was recognized by *Fast Company* in its annual ranking of the World’s 50 Most Innovative Companies for the launch of Digital Cookie. The publication praised GSUSA for being an innovative nonprofit that shows girls that technology is about more than texting through Digital Cookie, a fun and educational digital sales program “run entirely by girls.”

# PART TWO: What We've Accomplished Together

## G.I.R.L. MOVEMENT MOMENT



### GO-GETTER

Meet Dianne Belk from San Diego, California, founding chair of the Juliette Gordon Low Society, which was formed to thank and honor friends of Girl Scouts who choose

to make it part of their legacies and a beneficiary of their estate plans.

**Lifetime Girl Scout:** At age five, Dianne was eager to join Girl Scouts, but her family in rural Mississippi couldn't afford the yearly dues. So she and her mother came up with a plan for her to sell the eggs from one chicken on the family farm to fund her membership, and Dianne's troop leader, Grace Wofford, helped with the endeavor. As her Girl Scout participation grew, so did the expenses. "Mama, I need another chicken!" Dianne said a few years later. Nonetheless, she went on to earn her Curved Bar Award (the equivalent of today's Gold Award), and her many Girl Scout experiences paved the way for a life of trailblazing. She was the first female industrial engineering student at Mississippi State University and, in her career as an engineer, she rose through the ranks of corporate America as the sole woman at the table. Retired now, Dianne focuses on another passion: reducing the barriers that young girls face in achieving equality in the world. She and her husband, Lawrence Calder, share that commitment and spend much of their time traveling to Girl Scout councils in the United States and overseas to advocate for Girl Scouts, help councils identify potential donors, and increase planned giving.

**Lifetime legacy:** Long before being named the founding chair of the Juliette Gordon Low Society, Dianne had already been making annual gifts to Girl Scouts, as well as buying cookies and attending various Girl Scout events. But she and Lawrence decided to go a step further and include Girl Scouts in their wills and estate documents. "It wasn't a question of 'Why would we leave a legacy gift to Girl Scouts?' It was a question of 'Why *wouldn't* we?," she said. She's spoken to 111 councils, inspired planned giving donations from across the world, and personally pinned hundreds of people as she welcomed them into the Juliette Gordon Low Society. Recently, she addressed our National Board regarding the Movement's last five years of planned giving efforts—the first time a fundraising volunteer has ever addressed our National Board. As a result, she secured a GSUSA Board resolution to recognize, value, and support planned giving as a vital part of our revenue model. "My husband and I hope that others will join us in the Juliette Gordon Low Society as donors to this vital and demonstrably effective organization," she said. "And when they do, we encourage them to tell the council or Girl Scouts of the USA about their intent, so they can be recognized and help spread the word about the power of planned giving!"



Dianne (center) with GSUSA CEO Sylvia Acevedo (left) and GSUSA National President Kathy Hopinkah Hannan

## **Engaging and Supporting Our Girls, Volunteers, and Families**

### **Volunteer Toolkit: Enhancing the Volunteer Experience**

Part of our breakthrough Customer Engagement Initiative (CEI), the Volunteer Toolkit (VTK) has simplified the process of signing up as a volunteer and managing a troop, and it provides program content, training aids, and other supportive tools that all volunteers need to be able to deliver a consistent, high-quality experience for the girls they serve. Volunteers can access the information and resources they need through their personal computers or mobile devices and stay better connected to troop leaders and parents. The VTK has made forming and maintaining a troop easier than ever before, which means more time spent on girls and less on administrative tasks. Volunteers can plan out a whole year of impactful activities to ensure their girls receive the best Girl Scout experience possible. Moreover, we are making the GSLE easier to access and use on the VTK, with sample badge and Journey years focusing on the four pillars of our program that we know girls benefit from most, especially in a girl-only environment.

As of August 2017, CEI will have been rolled out to 98 percent of our membership.

### **Sharing Our Expertise: “Raising Awesome Girls” Content Hub**

One way we are highlighting the benefits of Girl Scouting while engaging our audience with compelling, usable content is through our “Raising Awesome Girls” hub on the Girl Scout website. “Raising Awesome Girls” has useful and engaging articles addressing and offering advice on complex issues such as how to instill girls with the confidence and integrity to stand against bullying and be happy and healthy leaders.

Since its launch in April 2016, “Raising Awesome Girls” has reached more than 8 million readers. This clearly represents a membership opportunity for Girl Scouts—each month, 2–3 percent of new members joined because of “Raising Awesome Girls” content.

“Raising Awesome Girls” is currently housed on the GSUSA website and promoted by our social media team on Facebook and Twitter. GSUSA has been packaging this content into one-pagers to make it more consumable for volunteers and staff members who have expressed that they found these pieces helpful.



# PART TWO: What We've Accomplished Together

## **The Power of G.I.R.L.: Telling Our Unique Girl Scout Story**

In November 2016, we rolled out our G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader) brand essence, which defines leadership the Girl Scout way, showcases the unique skill-building opportunities Girl Scouts offers, and emphasizes the types of experiences girls have through Girl Scouting. G.I.R.L. is at the heart of what we offer our membership and expresses the core values and history of our brand and story.

G.I.R.L. isn't just a new brand concept we came up with in 2016; it's a truth that has been evident throughout the trailblazing history of our Movement, reflecting all the things girls do and accomplish at Girl Scouts. Indeed, Girl Scouts have been dedicated go-getters, innovators, risk-takers, and leaders from day one—which has been built into our very DNA, reflecting the visionary character of our founder, Juliette Gordon Low. And through G.I.R.L., we now have the messaging to tie it all together. With this new platform, we're taking bold action to engage our Movement and the public in Girl Scouts and increase awareness of how we prepare girls for a lifetime of leadership through access to thousands of girl-led experiences, skill-building opportunities, and meaningful connections.

G.I.R.L. has inspired powerful partnerships; for example, we partnered with Disney to amplify our “take the lead” messaging through the character Elena of Avalor, a confident, adventurous, and compassionate girl who is also Disney's first Latina princess and perfectly embodies Girl Scout leadership as a true G.I.R.L. With *The Elena of Avalor Leadership Guide* by Girl Scouts and Disney Channel, and with two leadership-themed television spots on the Disney Channel featuring Girl Scouts “leading like Elena,” we reached 93 million households, including those of non-Girl Scout members.

We also created incredible G.I.R.L. collateral materials, including the “I'm Prepared...to Lead Like a Girl Scout” PSA and our “Watch Me Shine” anthem. Additionally, for the first time ever, our Girl Scout convention, G.I.R.L. 2017, is open to the go-getters, innovators, risk-takers, and leaders of the general public. G.I.R.L. 2017 will bring together more than 10,000 people—girls of all ages; parents; families; caregivers; influencers; and, of course, Girl Scouts!

Moving into our next triennium, GSUSA will continue to support councils with G.I.R.L. materials, training, and a national presence so that we can all build on the momentum we've already created and continue to speak with one voice about the power of girls.





**RISK-TAKER**

**G.I.R.L. MOVEMENT MOMENT**

Meet the members of Girl Scout Troops 3119 and 3357 from Orange County, California, who couldn't be more all-American. They sing songs, work hard on STEM projects

so they can go to science camp, and head out together into the sunshine to play handball on breaks from their studies. Yet their school receives threatening messages and has been the backdrop for protests and hecklers. Why? Because these Girl Scouts are Muslim, and the school they attend is attached to an Islamic mosque.

**Stepping up to promote inclusion:** In 2015, following the murder of three young Muslim students in Chapel Hill, North Carolina, the girls of Troop 3357 were frightened by the way the Muslim community had been misrepresented in the media and by the attitudes against Islam the media has fostered. The group decided to take action by creating a video called "Get to Know Me" to show how similar they and other Muslims are to Americans of different faiths. The video earned the girls their Girl Scout Silver Award, but they continued to see and hear hate directed toward people of their faith. And so in 2016, the girls, with the support of their Girl Scout troop leaders and their mosque, organized an Open Mosque Day and invited their neighbors to visit, ask questions, and learn more about Islam.



**Girls of courage, confidence, and character:** Given past experiences with protesters and negative sentiments toward their mosque, some parents involved were nervous about the event, but stood by the girls and their vision to combat intolerance and promote inclusion, unity, and respect, just as Girl Scouts have done since 1912. The day—which included a flag ceremony, skits showing how the tenets of Islam align with the Girl Scout Promise and Law, a tour of the building, crafts, and an open Q&A session—was a bigger success than any of them could have imagined, drawing more than 240 visitors and garnering praise from around the country. The girls hosted another Open Mosque Day in 2017, during which visitors learned about prominent Muslim women and participated in traditional crafts. Although the primary focus of the event was to educate the community, participating Girl Scouts benefitted, too. Not only did they have the chance to practice public speaking but they also learned how to be the community leaders of tomorrow.

# PART TWO: What We've Accomplished Together

## Commemorating 100 Years of Our Highest Honor, the Gold Award

In 2016, we celebrated a truly momentous occasion for our Movement: the 100th anniversary of our highest award, the Girl Scout Gold Award. The Gold Award is the most prestigious honor a Girl Scout can earn. It acknowledges the strength behind each recipient's dedication to empowering and bettering herself as well as making the world a better place for others.

We kicked off the centennial celebration at GSUSA's New York headquarters on May 2, 2016, with U.S. Senator Charles E. Schumer (D-NY), GSUSA executives, leaders from New York's seven Girl Scout councils, and Gold Award Girl Scouts from throughout New York. A series of high-profile national events in March 2016 honored the achievements and impact of our Gold Award girls:

- Five Gold Award Girl Scouts met U.S. First Lady Michelle Obama and Canadian First Lady Sophie Grégoire-Trudeau as part of the White House's Let Girls Learn initiative celebration.
- GSUSA launched a "100 Days of the Gold Award" social-media public awareness campaign spotlighting some of the incredible recipients of Girl Scouts' highest honor.
- On March 17, Troop Capitol Hill, our honorary troop made up of all current female members of Congress, introduced a resolution calling on the U.S. House of Representatives and Senate to join the Girl Scout Movement in celebrating the 100th anniversary of the Gold Award.
- On March 24, GSUSA and Girl Scouts from the New York area honored our highest-award centennial by ringing the opening bell at NASDAQ, which was broadcast live in Times Square and across four television networks.



Mike Groff, president and CEO of Toyota Financial Services USA, joined the celebrations



The centennial celebration culminated on June 14, 2016, when Girl Scouts from throughout the United States took to Capitol Hill to join GSUSA leadership, members of Troop Capitol Hill, and more than 200 leaders from government, the military, and academia to recognize the amazing girls and women who have earned Girl Scouts' highest honor over the past century.



Following the Capitol Hill celebration, Girl Scout council CEOs and their Gold Award Girl Scouts met with their members of Congress to raise awareness of the Gold Award, discuss the projects, and talk about how this work improves local communities and communities around the world. Over the years, Gold Award Girl Scouts have improved the lives of millions of people across the globe, with achievements that range from rallying a community to clean a local waterway to introducing young girls to STEM to creating a program that teaches swimming to underserved youth to starting a shoe drive to help people in India go to school and work.

## ***Celebrating a Recipe for Success: 100 Years of Girl Scouts Selling Cookies***

In 2016, we kicked off our celebration of another important milestone—100 years of Girl Scouts selling cookies—by debuting the highly anticipated new Girl Scout S’mores™. A century ago, girls started participating in what would evolve into the largest entrepreneurial training program for girls in the world: our beloved and iconic Girl Scout Cookie Program, which powers amazing experiences for Girl Scouts year-round. Through the program, girls learn the essential skills they need to become effective leaders, manage finances, gain self-sufficiency, and develop confidence in handling money.

Selling cookies started as a way for troops to finance activities. The first known sale of cookies by Girl Scouts occurred in 1917, when the Mistletoe Troop in Muskogee, Oklahoma, baked cookies and sold them in the girls’ high school cafeteria as a service project. As the Girl Scout Cookie Program developed and evolved, it not only became a vehicle for teaching five essential skills—goal setting, decision making, money management, people skills, and business ethics—but also enabled collaboration and integration, as early as the 1950s, among girls and troops of diverse backgrounds as they worked together toward common goals.

Today, more than 1 million Girl Scouts participate in the Girl Scout Cookie Program each year, and the 2017 cookie season was a record-breaking one, generating more than \$870 million in cookie sales. The program plays a huge role in guiding girls to discover their inner G.I.R.L. as they learn skills that will stay with them forever. Starting from the momentous, first-known sale, Girl Scout Cookies have gone on to become an indelible part of American pop culture and history and have enjoyed support from some equally iconic figures. Babe Ruth promoted the Million Cookie Drive during the 1924 World Series. First Lady Lou Henry Hoover inspired the first organized national sale of Girl Scout Cookies in 1933 as a way to cope with the effects of the Great Depression. And when the popularity of Girl Scout Cookies soared higher than expected in 1936, commercial cookie bakers were called in to assist in making the sweet treats. Eighty years later, the audience at the 88th Academy Awards ceremony in 2015 was eating out of Girl Scouts’ hands, with film stars such as Kate Winslet, Michael Keaton, and Morgan Freeman clamoring to buy and munch on cookies during the telecast.

# PART TWO: What We've Accomplished Together



## G.I.R.L. MOVEMENT MOMENT

### GO-GETTER

#### Meet the 2017 cookie bosses!

To celebrate 100 years of Girl Scouts selling cookies, we asked Girl Scouts to take part in our Instagram

#gsCookieBoss challenge and share how they are the ultimate cookie bosses. After weeks of incredible stories featuring goal-crushing, confidence-boosting, and go-getting skills, we had five final winners, each of whom received a camera bundle and an exclusive “cookie boss” necklace from Stella & Dot. But every single Girl Scout who sold cookies in 2017 contributed to our spectacular season—boosting Girl Scout cookie sales by more than 5 percent compared to last year! Those cookie earnings help fuel girls’ incredible Girl Scout adventures.

**Powered by cookies:** Our 100-year-old, iconic cookie program not only helps Girl Scouts earn money for activities and community projects but also teaches them entrepreneurship, leadership, and other valuable life skills that will stay with them forever. In fact, 57 percent of Girl Scout alumnae in the business world say the program was key to the development of their skills today.



**Community problem solving:** Although fun is part of the experience, giving back to communities has been a hallmark of our cookie program since the first-known sale of cookies by Girl Scouts in 1917. From donating supplies to police officers to creating care packages for patients at a children’s cancer center, girls nationwide use their cookie revenue to fund projects that benefit their communities in amazing ways. For 100 years, Girl Scouts has used cookie earnings to build everyday leaders who positively affect our world. And there’s no doubt—society today is better because of all the girls who have taken part in the Girl Scout Cookie Program!

## ***A Global Voice for Girls: Building Bridges on the World Stage***

### ***Let Girls Learn Initiative and the New Global Action Award***

Our Girl Scout sisterhood not only stretches across the United States but also spans the entire world. In 2015, we partnered with the White House and the Peace Corps on First Lady Michelle Obama’s Let Girls Learn initiative, which supports educational opportunities for girls across the globe and is tied to the work we are doing with the Gold Award and the new Global Action Award. The Global Action Award is a fun and educational way for girls in the United States and 90 other countries to learn about serious global issues affecting girls, young women, and their communities.

Through the Peace Corps’ World Wise Schools and Speakers Match programs, Girl Scouts of all grade levels can connect with Peace Corps volunteers who are working internationally on girls’ education projects. Underscoring Girl Scouts’ commitment to Let Girls Learn, our Global Action badge activities provide girls with the opportunity to understand and address the challenges associated with—and the specific root causes of—barriers to girls’ access to education globally.

Each Girl Scout who completes Global Action Award activities joins the international movement of 10 million girls who are sowing the seeds of global social change. Girls can earn the award by working together to make a difference on an issue that affects girls and women all over the world.

### ***International Catholic Conference on Guiding World Council in Rome***

In 2015, GSUSA’s national president and CEO attended the International Catholic Conference on Guiding World Council in Rome, where they had the honor of representing the Girl Scout Movement as part of an audience with Pope Francis. A significant moment in our 100-year-old relationship with the Catholic Church, this meeting exemplified Girl Scouts’ inclusiveness and highlighted our commitment to faith development for all girls as well as the organization’s impact on the lives of so many girls across the world’s diverse communities and cultures.

Our national leaders also met with USA Girl Scouts Overseas (USAGSO) staff and volunteers, the amazing individuals who make Girl Scouting possible worldwide, and celebrated the role they play in bringing our mission to girls everywhere. USAGSO ensures that wherever U.S. girls are across the globe, they have the same opportunities to benefit from the Girl Scout experience as do girls living in the United States.



*Kathy Hopinkah Hannan with Pope Francis*

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# ***PART TWO: What We've Accomplished Together***

## ***Refreshing and Aligning Our Websites***

One of the most dynamic and engaging ways we have for telling our story is through our Girl Scout websites—both at the national and the council level. In August 2015, we did a full refresh of the [girlscouts.org](http://girlscouts.org) site (for the first time since its launch in 1996!). We streamlined the website with tightly curated content, creating a better user experience with greater ease of navigation. The site now includes an “Our Story” section that showcases the very best stories from across the Movement, showing how our girls, volunteers, alumnae, and partners are making the world a better place.

Moreover, as part of CEI, both [girlscouts.org](http://girlscouts.org) and council sites were migrated onto the same web platform, Adobe Experience Manager, which is a best-in-class set of tools to help us create safe, secure, consistent, and compelling websites across the Movement. At the same time GSUSA and councils were brought onto the same platform, we introduced a standard set of national content covering our history and program as well as consistent branding to ensure that council sites are observing the same visual guidelines—all in an effort to create a uniform experience across the Movement.

## ***“Building a Better World” at Macy’s Thanksgiving Day Parade***

Everyone loves a parade! And on Thursday, November 24, 2016, thanks to a three-year agreement GSUSA entered into with Macy’s, Girl Scouts had the opportunity to show off their G.I.R.L. spirit and be featured prominently on the first-ever Girl Scout-themed float, which debuted at the 90th anniversary of Macy’s Thanksgiving Day Parade.

Our participation in the parade was an incredible opportunity to showcase the stories of how Girl Scouts are giving back to their communities across the country every day. The float symbolized the mission of our Movement and put girls front and center. It featured girls building a better world by climbing and belaying on giant 3-D puzzle pieces that formed a globe, using levers to connect the pieces. The float’s features and design represented what Girl Scouts past and present have done and continue to do as they take action locally and globally to make the world a better place. Reflecting how girls can be the engines of progress in the world, the float also featured girls who physically powered it down the parade route by riding bicycles. More than 3 million spectators watched along the parade route, and another 50 million people saw the broadcast in the United States, making this the most-watched telecast of the year behind the Academy Awards.

Along with the giant puzzle, the float boasted two dozen “embroidered” Girl Scout badges rendered in beautiful detail that represented everything from STEM and the outdoors to financial literacy and entrepreneurship, as well as a Gold Award symbol to celebrate the centennial of Girl Scouts’ highest award.

The Thanksgiving Day Parade experience allowed Girl Scouts to showcase a century of traditions and showed the world the impact today’s girls can have—not just on Thanksgiving but every day of the year.



## G.I.R.L. MOVEMENT MOMENT

### GO-GETTER

**Meet our G.I.R.L. Champions!** These brand ambassadors play an important role in unifying the voice of our Movement and bringing our brand essence and vision for G.I.R.L. to life at their councils and beyond.

**Defining leadership the Girl Scout way:** While preparing for the launch of our new G.I.R.L. brand essence in fall 2016, we knew we'd need to join arms and voices across our Movement to get our message out. So at Girl Scout councils across the country, staff members have stepped up to serve as G.I.R.L. Champions—advocates who help the Movement leverage our incredible brand; tell a consistent story; and ultimately encourage and inspire audiences to join, give, or volunteer.

**Activating G.I.R.L. at councils:** Our champions are helping their councils infuse the G.I.R.L. brand essence into everything they do, both internally and externally:

- Girl Scouts of South Carolina Mountains to Midlands, for example, builds G.I.R.L. messaging into all its communications and has trained more than 90 percent of its staff and service unit volunteers to be G.I.R.L. Champions, too.
- To get girls involved, Girl Scouts of Kansas Heartland launched a G.I.R.L. video contest in June 2016 for them to show how Girl Scouts has helped them unleash their inner G.I.R.L. The winner, her chaperone, and an adult volunteer received a trip to G.I.R.L. 2017!
- At Girl Scouts of Ohio's Heartland, staff and executive team meetings now begin with G.I.R.L. recognitions, during which staff members are honored with commemorative cards for being go-getters, innovators, risk-takers, or leaders.
- Girl Scouts Western Pennsylvania has reflected G.I.R.L. principles on its website and annual report, created a Go-Getter patch for older girls who help recruit new girl members, and incorporated G.I.R.L. principles into its Volunteer Recruiter 101 training—now called Girl Scout Champion Training.
- Girl Scouts of Citrus created a dedicated G.I.R.L. space in a high-profile area of its main office, with a selfie wall and interactive quiz to keep G.I.R.L. top of mind for staff and visitors.
- Girl Scouts North Carolina Coastal Pines has integrated G.I.R.L. into a variety of communications, including donor speeches, program and volunteer appreciation certificates, and Lifetime Member Welcome Packets. During Girl Scout Week, the council took part in a weeklong G.I.R.L. activation on its social channels, devoting one day to each of the G.I.R.L. traits.



# PART TWO: What We've Accomplished Together

## Onward and Upward: Advocating for Girls

Throughout the triennium, Girl Scouts worked to advance key issues on our legislative agenda and promote leadership opportunities for girls. Our Public Policy and Advocacy Office in Washington, DC, worked across party lines with Congress and the Executive Branch to educate and raise awareness about issues important to girls and young women and to promote our impactful programming in the areas of STEM, financial literacy, the outdoors, and healthy living. Through all of our efforts in the nation's capital and across the 50 states, we demonstrated to policymakers that Girl Scouts is a go-to resource—and the ultimate authority—on issues affecting girls.

### 2014

On November 18, Girl Scouts participated in a briefing hosted by the Congressional Maker Caucus and Intel on the Maker Movement. A GSUSA representative discussed our STEM programming, and a local Girl Scout from Girl Scouts Nation's Capital discussed a maker project she was involved in.

### 2015

- GSUSA partnered with First Lady Michelle Obama and the Peace Corps on the Let Girls Learn initiative to advance girls' education globally by making tools and resources available to girls who are pursuing the Gold Award and the Global Action Award. National President Kathy Hopinkah Hannan joined six girls and the CEO from Girl Scouts Heart of New Jersey to announce the initiative at the White House with the first lady.
- In March, as part of the Let Girls Learn initiative, Michelle Obama and Sophie Grégoire-Trudeau held an event at the U.S. Institute of Peace, where they were joined by 15 Gold Award Girl Scouts who highlighted their global Gold Award projects.
- Also as part of the Let Girls Learn initiative, GSUSA held an event with the Peace Corps at the University of Arizona to highlight the partnership, featuring a panel consisting of returned Peace Corps volunteers, Peace Corps Director Carrie Hessler-Radelet, and GSUSA Board Member Sapreet Kaur Saluja.



## 2015 continued

- At the 2015 White House Science Fair, Girl Scouts were represented by the Supergirls, a team of six-year-old Girl Scout Daisies from Girl Scouts of Eastern Oklahoma that invented a battery-powered page turner for people with arthritis, people who are paralyzed, or those without arms. Lauren Prox, a Gold Award Girl Scout, also represented Girl Scouts at the science fair. Her project Reaching New Altitudes aims to increase the small percentage of minorities and women participating in the fields of aviation and STEM.
- Nearly 60 guests, including members of Congress and U.S. Treasurer Rosie Gumataotao Rios, attended the May 19 Girl Scout Celebration of Leadership event on Capitol Hill. At the reception, newly elected Girl Scout National President Kathy Hopinkah Hannan was introduced and new female members of the 114th Congress were welcomed into Girl Scouts' honorary Troop Capitol Hill, made up of all the female members of the U.S. Congress.
- On June 30, Michelle Obama hosted the first-ever Girl Scout White House Campout as part of her Let's Move! Outside initiative, which was created to get kids outdoors to explore nature and develop healthy habits. She welcomed 50 fourth-grade Girl Scouts to participate in activities to earn their Camper badge and to celebrate the release of the new Girls' Choice Outdoor badges.
- Katie Prior, a Gold Award Girl Scout from Western Oklahoma, was honored as a Champion of Change during a September 15 event at the White House. Katie founded the Youth Trumpet and Taps Corps, which allows high school trumpet players to volunteer to pay tribute to local military veterans with live performances of "Taps" at their funerals.
- During the September 23 papal visit, Catholic Girl Scouts from Alexandria, Virginia, were present to welcome the Pope on the White House's South Lawn.
- On October 19, ten Girl Scouts attended White House Astronomy Night, during which President Obama addressed the crowd and toured some of the exhibits hosted by NASA. Girl Scouts met and discussed NASA projects with female astronauts, such as Cady Coleman.

## 2016

- Girl Scouts participated in the 2016 White House Science Fair to demonstrate how they are using their STEM skills to build the world of tomorrow. The "Blockheads" of Troop 1484 from Girl Scouts of Eastern Missouri researched trash and waste. Zeroing in on Styrofoam (polystyrene), which is not recyclable and takes 500 years to decompose in a landfill, the Girl Scouts learned that clean Styrofoam can be dissolved in a nontoxic solution called d-limonene. The girls then worked to reduce a refrigerator-sized amount of polystyrene to three cups of a gooey substance. Ultimately, they created and branded a kit called the Eco Bin (a metal bin with d-limonene and instructions for adding water) for families and households to reduce their polystyrene waste.
- On May 2, Senator Charles Schumer held a press conference at Girl Scouts' national headquarters in New York to kick off the yearlong centennial celebration of the Gold Award. Senator Schumer joined Gold Award Girl Scouts from across New York, representatives from New York's seven Girl Scout councils, and GSUSA leadership.



# PART TWO: What We've Accomplished Together



## INNOVATOR

### G.I.R.L. MOVEMENT MOMENT

Meet Gold Award Girl Scouts of the past and present.

**Celebrating 100 years of changing the world!** In 2016, we marked the centennial of our Girl Scout Gold Award, the highest award in Girl Scouting. Approximately 1 million Girl Scouts have earned this top honor since 1916 by planning and executing significant Take Action projects in response to pressing community needs. And though the name has changed over the years—from the Golden Eagle of Merit (1916–1918/1919) to the Golden Eaglet (1918/1919–1938) to the First Class (1938–1940 and 1963–1980) to the Curved Bar (1940–1963) to the Gold Award (1980–present)—courage, conviction, and tenacity have remained key requirements. Any Girl Scout who earns her Gold Award knows what a rigorous and difficult process it can be. Gold Award Girl Scouts give every ounce of their effort, pouring themselves into their projects heart and soul and ultimately achieving things they never knew were possible.



**The benefits of going gold!** Girls who pursue their Gold Award transform an idea and vision for change into an actionable plan with measureable, sustainable, and far-reaching results. Over the years, Gold Award projects have tackled a broad spectrum of important local and global issues. Through their Gold Award work, girls have combatted racism, poverty, bullying, addiction, and violence. They've raised awareness for the environment, healthy eating, and gender-balanced leadership. They've created camps and educational programs and produced books, plays, documentaries, and websites. And in the process, they've had a remarkable and long-lasting effect on their communities and our world. Research shows that Gold Award Girl Scouts are more likely than their non-Girl Scout peers to see themselves as leaders and to have had leadership experiences in volunteer activities, school, their communities, and politics. From elected officials to NASA engineers, business leaders, writers, artists, and athletes—wherever you have found female leaders for the past 100 years in America, you will find Gold Award Girl Scouts.



**2016 continued**

- On June 14, a Movement-wide celebration was held on Capitol Hill for the Gold Award centennial. Among the attendees were U.S. senators and representatives who honored the Gold Award Girl Scouts from councils across the country. After the event, Girl Scout councils and their Gold Award girls participated in meetings on Capitol Hill with their members of Congress and congressional staff to raise awareness about the Gold Award and encourage recognition of the girls who earn it.
- Girl Scout councils came together from more than 25 states to hold Gold Award celebrations at their state capitals with governors, state legislators, and other state public officials.
- In April, at the White House Computer Science for All summit, Girl Scouts launched the new GSUSA STEM program strategy with a focus on engineering and computer science. Six girls from Girl Scouts of the Chesapeake Bay helped present the new STEM program and participated in the summit to highlight their work on computer science.

**2017**

In March 2017, GSUSA announced Girl Scouts’ honorary Troop Capitol Hill in the 115th Congress. This bipartisan delegation of female members of Congress was established to educate Congress about issues affecting girls and young women. Troop Capitol Hill comprises members who explore and promote policy solutions that improve girls’ lives.

**Lifting Up Legislative Victories on Capitol Hill**

- In a huge legislative win for the nonprofit community, the Protecting Americans from Tax Hikes Act of 2015 was signed into law. This measure restored and made permanent expired charitable giving incentives that support the crucial work of nonprofits like Girl Scouts. Advocates from the Girl Scouts Advocacy Network sent more than 1,000 messages to their members of Congress to support the legislation.
- On December 10, 2015, President Obama signed the Every Student Succeeds Act (ESSA), which provides federal funding for elementary and secondary education. Our Public Policy and Advocacy Office successfully lobbied Congress to include language in the bill that encourages local school districts to engage community-based groups, such as Girl Scouts, in providing students with out-of-school programs that complement in-class instruction in the areas of STEM, financial literacy, outdoor education, and bullying prevention.
  - On May 18, 2016, against the backdrop of the U.S. Capitol, Girl Scouts, educators, a high school choir, and members of Congress held a press conference to demand that Congress fully fund Title IV, Part A of ESSA.
  - In the FY17 budget, Congress allocated \$400 million for ESSA Title IV, Part A.



# PART TWO: What We've Accomplished Together

## Raising More Money for Girls

GSUSA is dedicated to providing girls with the resources they need to discover the power they hold as a G.I.R.L. Over the past three years, we have explored and tapped into other revenue streams to ensure that girls' access to amazing Girl Scout experiences aren't solely reliant on a self-funding model of program delivery.

## Accelerating ToGetHerThere: Our Campaign for Girls

We launched the ToGetHerThere campaign in October 2010 with an ambitious goal to raise \$1 billion, making it the largest campaign for girls in history. All donated revenue to GSUSA and councils is counted toward the ToGetHerThere goal as we continue to communicate in one voice and work together to engage growing numbers of individuals, corporations, and foundations that are enthusiastically supporting the Girl Scout mission. As of the end of FY16, councils and GSUSA have collectively raised almost \$672 million in donated revenue since the inception of the ToGetHerThere campaign.

Over the life of the ToGetHerThere campaign:

- Annual donated revenue has steadily increased for both councils and GSUSA.
- Individual giving has grown by 27 percent.
- More than 1,500 donors have given \$25,000 or more.
- At least a dozen councils reported successful capital campaigns totaling \$64 million.
- The Juliette Gordon Low Society (planned giving donors who have left Girl Scouts in their estate plans) has grown by 500 percent, from 350 members to more than 2,000.
- Several councils, as well as GSUSA, have received six- and seven-figure realized planned gifts.
- The volunteer founding chair of the Juliette Gordon Low Society has personally visited 111 councils, delivering a strong message about the power of planned giving.

Councils and GSUSA have collaborated in new and exciting ways to increase funding for the Movement. We have learned that bringing both a local and national perspective to our fundraising strategy is critical to getting in front of new donors and sharing the full scale of our Girl Scout story.



**G.I.R.L. MOVEMENT MOMENT**



**RISK-TAKER**

Meet **Kylin Bain, age 10, from Girl Scout Troop 1318 in Schertz, Texas.** When she noticed a young boy struggling in the deep end of her community pool, she

jumped into action—literally—and pulled him to safety.

**Take action moment:** Kylin was relaxing by the pool at a family gathering last fall, when she noticed that a young child had drifted into the deep end and appeared to be drowning. “He kept going under,” she said. Despite her lack of formal swim training, Kylin says, “I slapped down my phone and I dived in and I pulled him until he could stand up. He was kind of grabbing me and trying to sink me in [the water] because he was scared. He was holding on to my waist, and I had to go under water and swim.”

**Honoring extraordinary heroism:** For her exceptional bravery and quick thinking, Kylin was presented with the Girl Scout Bronze Cross, which dates back to 1913 and is awarded to Girl Scouts who save or attempt to save a life while risking their own in the process. The Bronze Cross is reserved for girls who have performed heroic acts beyond the degree of maturity and training expected of their age. Other examples of this remarkable bravery include thwarting a kidnapping or helping rescue trapped victims in a bus crash. It is such a special distinction that only six Girl Scouts have been recognized with the Bronze Cross this triennium.



**Girl Scout Merchandise: How Girl Scouts Show Their Pride**

The Girl Scout Merchandise (GSM) team has continued to support the delivery of our mission through selling products that enhance the Girl Scout brand and strengthen our ability to invest in girls. Over the past triennium, gross revenue from GSM has increased by 4.5 percent.

We had a successful launch of our national ecommerce platform through which our customers (girls and their parents, volunteers, staff, and other Girl Scout supporters) can access 24/7 our full inventory of Girl Scout merchandise. Reflecting the success of our shift toward ecommerce, we now have approximately 32 percent of sales happening on the ecommerce platform. We have also converted GSUSA’s online shop to a mobile-responsive site that enables customers to make purchases seamlessly on their mobile devices. Moreover, a growing part of our business is the ongoing development of contemporary Girl Scout-branded products that go beyond core program materials, such as jewelry, apparel, and accessories, as well as digital products, such as music downloads.

For councils, the greatly improved ecommerce experience is a less resource-intensive way to meet their customers’ product and program material needs, while providing a source of increased revenue.

# PART TWO: What We've Accomplished Together

And through a new revenue share arrangement between GSUSA and councils for transactions on the ecommerce site, GSUSA has been able to return \$10 million to councils over the last three years.

In addition to enhancing our brand, growing GSM income, and developing contemporary branded products, we have also continued to execute a national licensing strategy. In another upward GSM trend, licensing/royalties have grown over the past triennium to \$10 million, 74 percent of which comprises cookie and fall sale products. The licensing partnerships we have entered into are not just about the products but about how these partnerships bolster our ability to highlight our brand, mission, and outcomes to the public through the Girl Scout messaging on the packaging and the company marketing support that our licensing partners provide.

We are proud of the strides we are making in our Made in America initiative—the “reshoring” of Girl Scout products in the United States. The process continues to bring official Girl Scout products back to U.S. manufacturing, supporting jobs in America and reducing our carbon footprint as we look to build a business model that considers sustainability. This has additionally enabled us to provide better in-stock service and increased inventory for councils and GSM and to grow our revenue for girls. Council stores have, moreover, grown to about \$75 million in retail sales, supporting their local mission delivery. We continue to partner with our councils on the development of council shop sales and income, providing them with merchandising direction, promotion direction, store setup, and advertising tools. This enables us to establish a consistent approach and greater brand alignment across councils, all with opportunity for local innovation.

Our partnership with councils also extends to our strategic planning for the Girl Scout Cookie Program in an effort to build a sustainable cookie sale. Using the tremendous amount of data we now have about cookie trends, we are working together on ways to enhance the cookie experience, deliver a more robust and engaging program, and increase sales going forward.



Looking ahead, as we've discussed earlier in the report, we are hard at work creating a retail destination at GSUSA headquarters in New York City that will provide a special Girl Scout experience for troop leaders, volunteers, girls, and families; our long-term vision for the space is to also bring in non-Girl Scout members to learn about and engage with our Movement. We look forward to the grand opening of the space early in FY18.

## G.I.R.L. MOVEMENT MOMENT



### LEADER

Meet Peggy O'Dell, Girl Scout alumna and former deputy director of the National Park Service (NPS).

**From Girl Scout to Park Ranger:** Providing girls with access to the outdoors is a cornerstone of the Girl Scout mission, and one of our four national program pillars. For Peggy O'Dell, the outdoors was also the stepping stone to a career. "I remember what a great time we always had at our Girl Scout meetings with our troop leader Mrs. Merringer," Peggy said. "Whether we were working on badges or learning songs and practicing the Girl Scout traditions, it was always an environment of girls helping girls to become more confident, competent, and collaborative."

**Guiding girls to our national parks:** Although she's taken countless hikes as a park ranger and a Girl Scout, one of Peggy's most memorable experiences took place on May 2, 2015, when she, along with GSUSA National President Kathy Hopinkah Hannan and approximately 5,000 girls and 1,000 volunteers, walked across the Golden Gate Bridge together to launch the Girl Scout Ranger Program. This exciting Girl Scout/NPS partnership brings attention to the amazing outdoor experiences available to everyone at our national parks and monuments. Through this program, girls can participate in a variety of organized educational or outdoor service projects and earn fun patches while enjoying all the oh-so-cool experiences that national parks provide—not to mention making incredible memories along the way. "The National Park Service and Girl Scouts of the USA have the same goal in mind: providing meaningful and memorable experiences for girls through unique outdoor experiences," said Peggy. "Through this partnership, girls will be introduced to the many ways they can play, learn, serve, and work in our national parks." And we bet a few will become park rangers, too!



Peggy O'Dell



# PART TWO: What We've Accomplished Together

## Forging Partnerships, Elevating Our Mission

At GSUSA, we recognize that working with partners that share our beliefs can help elevate our mission. Through the years, we have forged partnerships with organizations that believe in our Movement and the GSLE and support the work we do by providing valuable resources to our girls. These partnerships include the below organizations.

AT&T helps GSUSA engage girls from lower socioeconomic status families by educating them about the possibilities of a future in STEM. AT&T is currently helping Girl Scouts significantly expand our digital transformation and leverage the continual improvements of the volunteer and customer experience, with the ultimate goal of increasing Girl Scout membership.

Toyota Financial Services (TFS) engages more than 40,000 4th- through 12th-grade girls in underserved communities across the United States to feel financially empowered. TFS's initiative, Driving My Financial Future, enables girls to become financially savvy leaders; gives them real-life, age-appropriate financial skills; and provides them with the tools necessary to make a positive influence in their communities and the world.

Another meaningful partnership we've established includes two industry leaders: Dell and Visa. Both companies work with GSUSA by supporting the Digital Cookie platform through the Girl Scout Cookie Program's mobile and online channels.

Through our groundbreaking partnership with the Richard King Mellon Foundation, GSUSA is encouraging more girls to explore the outdoors while gaining practical knowledge about the environment. During the summers of 2016 and 2017, pilot outdoor internship programs funded by the RK Mellon Foundation gave girls at five Girl Scout councils across the country the opportunity to work on conservation programs in partnership with the Student Conservation Association and enhanced the VTK with outdoor activity options for volunteer leaders.

Most recently, GSUSA has partnered with the security company Palo Alto Networks to encourage girls to become the cybersecurity experts of the future. In September 2018, we will introduce the first-ever national Cybersecurity badges for girls in grades K-12; 18 badges will teach millions of girls across the



United States about cybersecurity through compelling programming designed to increase their interest and help them build this valuable 21st century skillset.

Finally, thanks to the generous funding made possible by NASA’s Space Science Mission Directorate and the SETI Institute, we are taking space science education to the next level with a five-year program for Girl Scouts and volunteers. Together with a group of five partners led by the SETI Institute that includes Girl Scouts of Northern California, the Astronomical Society of the Pacific, the University of Arizona, and ARIES Scientific, GSUSA is delivering six new Space Science badges and immersive train-the-trainer events for girls and volunteers at the University of Arizona and NASA’s Goddard Space Flight Center. The partnership also supported events for the Great American Eclipse on August 21, 2017, which included eclipse boxes, resources for councils, and three council-led eclipse Destinations.

Through our vast breadth of partnerships like these, GSUSA is able to continue providing girls across the country with the tools necessary to become the leaders of tomorrow.

## G.I.R.L. MOVEMENT MOMENT



### RISK-TAKER

Meet girls from around the globe on a Girl Scout Destinations adventure.

**Seeking new challenges:** Traveling to a new part of the country or the world can be a little scary, but on a Girl Scout Destinations trip, girls embrace the unfamiliar with their Girl Scout and Girl Guide sisters at their side. Girl Scout Destinations are the ultimate adventures for girls ages 11 and older. With different trips every year, there’s something amazing for everyone to experience—both in our own country and abroad. From U.S.-based trips like space and astronomy camps, rafting and horseback riding trips, and wildlife explorations to international experiences, like jungle treks in Panama and Costa Rica, tours through Europe, and working (and playing) with pandas in China, girls broaden their horizons and, in some cases, earn community service credits.



**Connecting with new friends and new cultures:**

The Destinations can be life-changing. “I learned that I need to stop judging people because there are a lot of amazing friends you can make by opening up,” said one Girl Scout Destinations traveler. “It opened my eyes to a huge world outside the U.S.,” said another. With just the right balance of learning and fun, these trips help Girl Scouts see the world and make it a better place!

# ***PART TWO: What We've Accomplished Together***

## ***Increasing Membership Dues to Better Serve Girls***

To fund our immediate strategic technology investments and program needs, GSUSA's leadership team recommended to the National Board that we increase membership dues from \$15 to \$25 per year. This decision was based on years of research into how to bring our fees in line with those of other youth organizations—we've been undervaluing our membership for years—and represents a key lever that will enable us to:

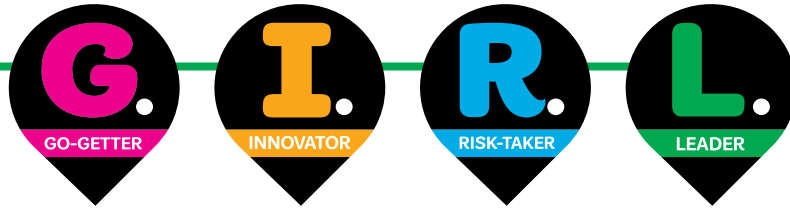
- Develop and sustain exceptional leadership programming
- Implement digital innovations and technology to improve girl and volunteer experiences
- Strengthen services for members
- Allow the national office to continue to deliver best-in-class services

On average, 95 percent of programming costs are covered by girls and their families, and the Movement's revenue is overly concentrated and highly dependent on membership-related sources. With declining membership and the risk of having a primarily single source of income, bringing members of the Movement together to build a long-term sustainable funding model was imperative.

## ***Sharing Revenue on Collaborative Fundraising***

Reaffirming that fundraising, particularly individual giving, was essential to diversifying our revenue model, the Funding Model Committee proposed guiding principles for joint fundraising by GSUSA and councils for individual donors, ultimately recommending "revenue sharing" in key situations that involved joint or collaborative fundraising. This resulted in the adoption of guiding principles by councils working in partnership with GSUSA on fundraising efforts. These efforts also led to a fundraising pilot for sponsorships for G.I.R.L. 2017, establishing that councils receive a 20 percent share of all G.I.R.L. 2017 sponsorships.





## G.I.R.L. MOVEMENT MOMENT

**Meet Girl Scouts' National Young Women of Distinction, a select group of Gold Award Girl Scouts who demonstrate the ultimate level of G.I.R.L. leadership.** They are the go-getters, innovators, risk-takers, and leaders of today and tomorrow—and role models for us all!

**G.I.R.L. leadership at its very best!** Among the thousands of exceptional young women in grades 9–12 who earn their Gold Award, there are those whose projects rise to a higher level, sending waves of change that often reach from their communities to the other side of the world. Each year, ten young women whose Gold Award projects went above and beyond are awarded the prestigious designation of National Young Woman of Distinction. And every year, the accomplishments of these individuals show just how much young women can do when they set their minds to it.

**From action to impact:**

These young women are building a better world in remarkable and varied ways. Just look at some of the projects they've taken on in the last few years. One built a helicopter landing pad for medical



evacuations in her town, while another focused on teaching self-defense to women and girls in rural villages in India and in battered women's shelters in Los Angeles. As one Girl Scout worked to stem the decline of honeybee populations by collaborating with an organic farm, another helped demystify renewable energy and make it tangible for the average citizen by building a wind turbine constructed almost entirely from previously used materials from her home. National Young Women of Distinction have partnered with universities to create STEM programs for high school students in Puerto Rico, created comic books to support siblings of individuals with special needs, and created mock Ebola testing labs. And just wait till you hear about our 2017 National Young Women of Distinction. They will be sharing their projects from the stage at G.I.R.L. 2017!

# PART THREE: Financial Reports

## Financial Results for 2014–16

Our nation's economy has seen an overall improvement during these past three years compared to the prior triennium, 2011–13. During our most recent triennium, we have experienced a steady recovery from the worldwide recession that hit in 2008–09. We have also had a strong capital market and have been experiencing moderate growth with low unemployment. Interest rates, moreover, have continued to stay at historic lows.

As the triennium comes to a close, our national organization is in sound financial condition. Membership continues to be the primary challenge, so we have made substantial business expenditures aimed at building our membership and ensuring a sustainable membership model. We are confident that the continued implementation of our 2015–18 strategic plan and our focus on high-impact work will change this trajectory and our Movement will serve an increasing number of girls in years to come.

## Financial Position

As of September 30, 2016, GSUSA had total assets of \$194.8 million and total liabilities of \$74.4 million, resulting in net assets of \$120.4 million, or 8 percent lower than September 2013, primarily because of a lower investment portfolio and the increase in the pension liability of the GSUSA retirement plan.

The investment portfolio at September 30, 2016, totaled \$129.7 million, or 4 percent lower than at September 30, 2013, primarily because of the \$12 million expenditure from reserves for strategic IT initiatives, which we address in the Information Technology section later in this report.

The pension liability increased to \$40.8 million on September 30, 2016, from \$28.8 million on September 30, 2013, primarily because of the decrease in the interest rate used to value the obligation.





## Financial Position for the Years Ending September 30\*

ASSETS	2014	2015	2016
Cash, Inventories, and Other Assets	\$ 32.9	\$ 31.9	\$ 33.4
Investments	141.7	126.1	129.7
Fixed Assets	25.0	31.8	31.7
<b>Total Assets</b>	<b>\$ 199.6</b>	<b>\$ 189.8</b>	<b>\$ 194.8</b>
LIABILITIES AND NET ASSETS	2014	2015	2016
Liabilities			
Accounts Payable, Deferred Revenue, and Other Liabilities	\$ 33.1	\$ 32.6	\$ 33.6
Pension Liability	30.1	37.0	40.8
Total Liabilities	63.2	69.6	74.4
Net Assets	136.4	120.2	120.4
<b>Total Liabilities and Net Assets</b>	<b>\$ 199.6</b>	<b>\$ 189.8</b>	<b>\$ 194.8</b>

\*in millions

## GSUSA Investment Portfolio

With a market value of \$129.7 million at September 30, 2016, GSUSA's investment portfolio is the most significant asset recorded in the organization's financial statements. Investments are overseen by the Investment Subcommittee of the Finance Committee of the National Board. The portfolio comprises investments of GSUSA's operating reserve and board-designated and donor-restricted endowment funds. The investment return for the three-year period ending September 30, 2016, was 5.1 percent, equal to the portfolio's weighted market benchmark, which is based on the market values corresponding to each portion of our asset allocation. For the first seven months of FY17 (October 1, 2016–April 30, 2017), GSUSA's investment portfolio achieved a gain of 6.5 percent versus a benchmark 6.4 percent, and the value of the portfolio grew to \$154.9 million on April 30, 2017. In FY17, approximately \$17.3 million was added to the portfolio, and the Movement Growth Fund, a new Board-designated fund, was established with the proceeds from the sale of four floors at GSUSA headquarters in New York. While the Board needs to validate the distribution to the councils of these monies on an annual basis, the Board's intent is that the annual income from this fund will be provided to councils to assist with pension payments, in turn, enabling us to better serve girls and volunteers in their communities.

# PART THREE: Financial Reports

## Expenditures in Information Technology and the Movement's Future\*

GSUSA has made and is continuing to make significant expenditures in technology to simplify and improve the volunteer experience; create safe, secure, consistent, and compelling websites across the Movement; and implement a common business operating model underpinned by technology and in accordance with the goals of our network alignment activity. As of August 2017, 109 of 112 councils, plus USAGSO, have adopted CEI.

	2014			2015			2016		
	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total
<b>CEI</b>	\$4.1	\$1.4	\$5.5	\$7.1	\$2.5	\$9.5	\$4.4	\$3.0	\$7.4
<b>Digital Cookie</b>	6.2	0.6	6.8	2.9	2.0	4.8	1.9	2.7	4.6
<b>Total</b>	\$10.3	\$2.0	\$12.3	\$10.0	\$4.5	\$14.4	\$6.3	\$5.7	\$12.0

\*in millions

## Operating Financial Results

Operating revenues for the triennium totaled \$275.5 million, or 12.8 percent more than the last triennium (2011–13). The increase is the result of the \$3 increase in membership dues that went into effect in FY14, increased contributed income, and income from councils for technology services. Partially offsetting these increases is a 9 percent decrease in Girl Scout merchandise sales, which were at an all-time high during Girl Scouts' 100th anniversary year.

Operating expenses for the triennium totaled \$280.5 million, or 1.6 percent less than the prior triennium. The decrease is attributable to the 2012 anomaly when GSUSA celebrated its centennial and expenses were higher than in other years. Approximately 87 percent of total operating expense has been used for program services, including direct services to councils, program development, volunteerism, and marketing and communications.



## Operating Financial Results for the Years Ending September 30\*

	2014	2015	2016
Operating Revenue:			
Membership Dues	\$ 40.5	\$ 38.2	\$ 37.0
GSM Gross Profit and Royalties	31.0	31.3	33.2
Contributed Income	8.5	8.5	9.0
Training and Meeting Revenue	4.0	6.3	5.0
Investment Income Allocation	4.5	4.8	5.0
Other	0.8	1.9	6.0
<b>Total</b>	<b>\$ 89.3</b>	<b>\$ 91.0</b>	<b>\$ 95.2</b>
Operating Expenses:			
Program Services	77.3	81.0	85.6
Fundraising, Management, and General	12.2	11.9	12.5
<b>Total</b>	<b>\$ 89.5</b>	<b>\$ 92.9</b>	<b>\$ 98.1</b>
Deficiency of Revenue over Operating Expense	(0.2)	(1.9)	(2.9)
Nonoperating Gains (losses)	6.3	(14.3)	3.2
Change in Net Assets	\$ 6.1	\$ (16.2)	\$ 0.3

\*in millions

## Contributed Revenue

During the triennium, funds raised totaled \$26 million, much of which served as pass-through grants to councils to achieve program initiatives. Contributions during the period were received from major corporations and foundations, such as TFS (\$5.1 million), Visa (\$1.0 million), Dell (\$3.2 million), MetLife (\$1.0 million), Motorola (\$0.5 million), and The Rockefeller Foundation (\$1.4 million).

At the end of the triennium, a weighted average of \$10 million in outstanding requests is in the pipeline, indicating an optimistic forecast for contributed revenue in the next fiscal year.

## Liquidity

GSUSA's liquidity is strong and equaled 9.5 months of operating funds at September 30, 2016. The decrease from 2014 is due to the \$12 million in IT expenditures, which were funded from the operating reserves.

# PART THREE: Financial Reports

## Liquidity for the Years Ending September 30\*

	2014	2015	2016
Cash	\$ 18.9	\$ 16.3	\$ 13.7
Capital Fund	63.1	54.3	50.7
Board Endowment Funds	33.0	35.0	36.8
Collateral for Short-Term Debt Instruments	(7.4)	(6.3)	(7.7)
Private Equity/Hedge Funds/Real Estate	(21.1)	(24.8)	(25.7)
<b>Unrestricted Net Assets</b>	<b>\$ 86.5</b>	<b>\$ 74.5</b>	<b>\$ 67.8</b>
Line of Credit	5.0	5.0	5.0
Revolving Credit	5.0	5.0	5.0
	10.0	10.0	10.0
<b>Total Liquid Assets</b>	<b>\$ 96.5</b>	<b>\$ 84.5</b>	<b>\$ 77.8</b>
Number of Months Reserve	12.9	10.9	9.5

\*in millions

## State of Girl Scout Councils

In general, councils continue to be budget constrained and have had to reduce costs over the last few years given declining membership and the resulting decline in cookie sales—although, as we report earlier, the 2017 cookie season was a record-breaking one, with an increase of more than 5 percent over 2016. We are seeing sustained growth among our councils that have been on CEI for two or more years, which has increased focus on membership conversion, customer service, and usage of the volunteer tools. Last year, we piloted membership growth intervention with six councils with great success. This year, we used data from the annual review process to develop council intervention in the areas of membership, financial health, CEI adoption support, and comprehensive support. We are collectively working to ensure that our councils are financially and programmatically healthy and sustainable.



## **National Girl Scout Council Retirement Plan**

GSUSA, along with the Pension Advisory Committee, which includes significant council participation, continues to seek ways to reduce the pension burden on councils. During the last triennium, we were successful in obtaining both legislative and regulatory relief for councils and reducing the required contributions for 2014–16 from \$144.5 million to \$103.5 million. We also offered a lump-sum buyout to certain participants, which reduced the liability by \$28 million and saved \$2.6 million in Pension Benefit Guaranty Corporation premiums.

During this triennium, another lump-sum buyout was offered that reduced the liability by \$55 million and had a net present value of savings of \$4.0 million. Annuities were purchased for retirees with small monthly benefits, which reduced the liability by \$28 million and had a net present value of savings of \$0.9-1.6 million. Also, as we noted earlier in the “GSUSA Investment Portfolio” section, GSUSA sold four of nine condo floors at 420 Fifth Avenue, the GSUSA headquarters in New York City. The proceeds, after construction costs, were placed in a newly created Board-designated fund, the Movement Growth Fund. The intent of the Board is that the annual income from this fund will be given to councils for pension relief. We expect the income from the fund to be approximately \$800,000 annually.

The Investment Subcommittee of the Finance Committee also undertook significant work regarding the investments of the plan. To ensure that the asset allocation was appropriate given the risk profile of the plan, four investment firms, in addition to our investment consultant, performed a review and affirmed that the asset allocation should be maintained. The Board also adopted a “glide path” that will protect the value of the assets by shifting them into fixed income as the plan becomes more fully funded.

A great deal of analysis was completed to reassess the total annual contributions being made to the plan; the Board approved a reduction from \$34.25 million to \$32.5 million, reducing the councils pension contributions by \$1.75 million annually.

GSUSA has provided \$16.7 million in direct assistance for the period 2011–15. We continue to review any and all opportunities to help address the pension obligations held by councils.

## **Support Provided by GSUSA to Girl Scout Councils**

During the triennium, GSUSA distributed \$15.6 million in direct financial support to councils. This included \$7.0 million made available as pass-through grants from contributed funds and government grants, as well as \$8.6 million in GSUSA Board-designated special funding for pension assistance (\$6.5 million), Destinations (our travel and adventure program for girls ages 11 and older), Macy scholarships, and other purposes (\$2.1 million).

To increase the financial health of the Movement, GSUSA also provides a variety of tools and resources to councils. New CEO and Board Chair offerings include sessions on financial management specific to



# PART THREE: Financial Reports

the breadth of council operations, including our iconic cookie program, philanthropic funding, budget management, and multiyear forecasting. Monthly CFO calls focus on strategic financial topics, disseminate relevant nonprofit financial updates, and provide a forum for peer discussion. Summit meetings and other regular Movement convenings enable council senior leadership to meet with GSUSA staff members and their peers to exchange ideas and best practices and to engage in strategy setting sessions with their council colleagues. Analytical tools such as the Council Health Dashboard enable councils to compare their financial status to those of other councils and nonprofit industry benchmarks. Councils requiring additional assistance may take advantage of our subject matter experts, who can provide customized support plans with deeper assessments, defined actionable plans with indicators and checkpoints, and regular follow-up to completion of councils' end goals.

## Outlook for 2017 and Beyond

We are projecting positive cash flow for 2017, positive operating results going forward, and an increase in membership in 2018.

We continue to invest in technology that supports, amplifies, and accelerates Girl Scouts. These investments do not replace the hands-on, safe, and collaborative space we create for girls; rather, they help us deliver services to all stakeholders in a state-of-the-art way. Moreover, they will enable us to realize our core strategic objectives of reaching more girls, providing an even more impactful girl program, increasing investment in girls, operating more efficiently, and speaking with one voice to tell our unique Girl Scout story—both to the members of our great Movement and to those who aren't members yet.

All these investments align with our vision, which is to bring the Girl Scout Movement to even more girls, in even more communities across the country and the world.





**G.I.R.L.** COLUMBUS, OH  
**2017**™  
GO-GETTER > INNOVATOR < RISK-TAKER < LEADER < 

GIRL SCOUTS' 54TH NATIONAL COUNCIL SESSION • OCTOBER 4-6

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Addendum 4  
Treasurer Report Slides

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# Report of the Treasurer

Charles McLane, Treasurer



# Key Takeaways



## **Membership**

- Declines have been stemmed
- Dues increase implemented

## **Movement Technology Investments**

- Significant investments made
- 109 Councils on common operating system

## **Network Alignment**

- Ensures successful implementation of Strategic Plan
- Creates customer centric organization

## **Financial Performance and Position**

- Exceeded financial targets
- Stronger liquidity position
- Record cookie sales
- Monetized real estate and created Movement Growth Fund

# Income Statement – FY2015 Actual - FY2017 Forecast



	<b>\$M</b>		
	<b>2015</b>	<b>2016</b>	<b>2017F</b>
<b>Operating Revenue</b>			
Membership Dues	\$38.2	\$37.0	\$36.1
GSM Gross Profit / Net Royalties	30.4	32.3	31.5
Contributed Income	2.2	5.0	5.8
Other	3.7	3.9	3.7
<b>Total Revenues</b>	<b>\$74.5</b>	<b>\$78.2</b>	<b>\$77.1</b>
<b>Total Expenses</b>	<b>74.3</b>	<b>79.4</b>	<b>81.7</b>
<b>Net Operating Income</b>	<b>\$0.2</b>	<b>(\$1.2)</b>	<b>(\$4.6)</b>

# Free Cash Flow – FY2015 Actual - FY2017 Forecast



**\$M**

	<u>2015</u>	<u>2016</u>	<u>2017</u>
Net Operating Income	\$0.2	(\$1.2)	(\$4.6)
Non-Cash Items in Op Ex	3.4	5.9	5.3
Cash Item Adjustments	2.3	(4.3)	12.2
<b><u>Cash flow from Operations</u></b>	<b><u>\$5.9</u></b>	<b><u>\$0.4</u></b>	<b><u>\$12.9</u></b>
Non-Ops Cash Payments	(3.3)	(2.2)	(2.1)
Capital Expenditures	(11.4)	(6.9)	(4.2)
<b><u>Free Cash Flow</u></b>	<b><u>(\$8.8)</u></b>	<b><u>(\$8.7)</u></b>	<b><u>\$6.6</u></b>

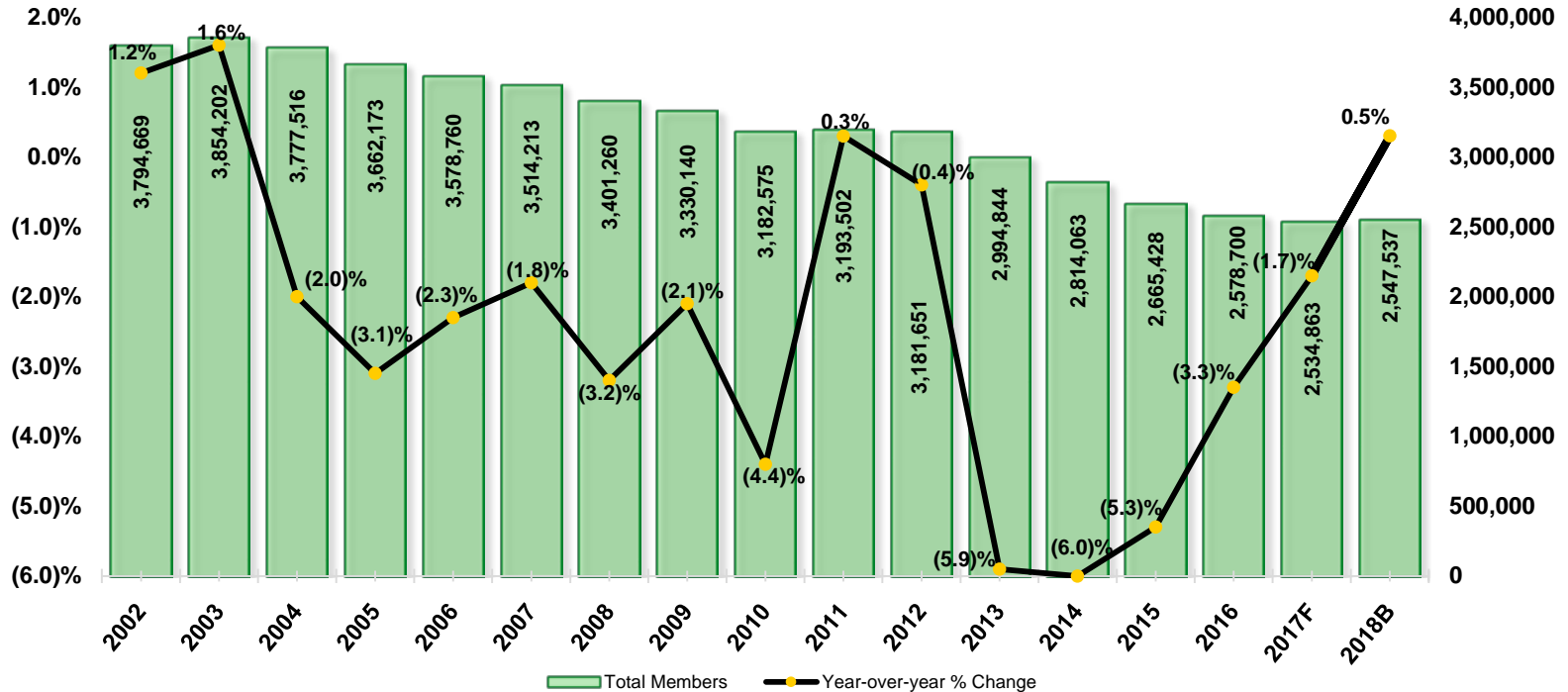
# Liquidity – FY2015 Actual - FY2017 Forecast



	<u>2015</u>	<u>2016</u>	<u>2017F</u>
	<b>\$M</b>		
Cash	\$16.3	\$13.7	\$20.3
Capital Fund	54.3	50.7	54.4
Board Endowment Funds	35.0	36.8	56.4
Collateral for Short Term Debt Instruments	(6.3)	(7.7)	(13.5)
Private Equity/ Hedge Funds/ Real Estate	(24.8)	(25.7)	(28.5)
<b>Unrestricted Net Assets</b>	<b>\$74.5</b>	<b>\$67.8</b>	<b>\$89.1</b>
Line of Credit	10.0	10.0	10.0
<b>Short term debt instruments</b>	<b>\$10.0</b>	<b>\$10.0</b>	<b>\$10.0</b>
<b>Total</b>	<b>\$84.5</b>	<b>\$77.8</b>	<b>\$99.1</b>
Months of Reserves	13.7	11.8	14.6

# Historical Membership

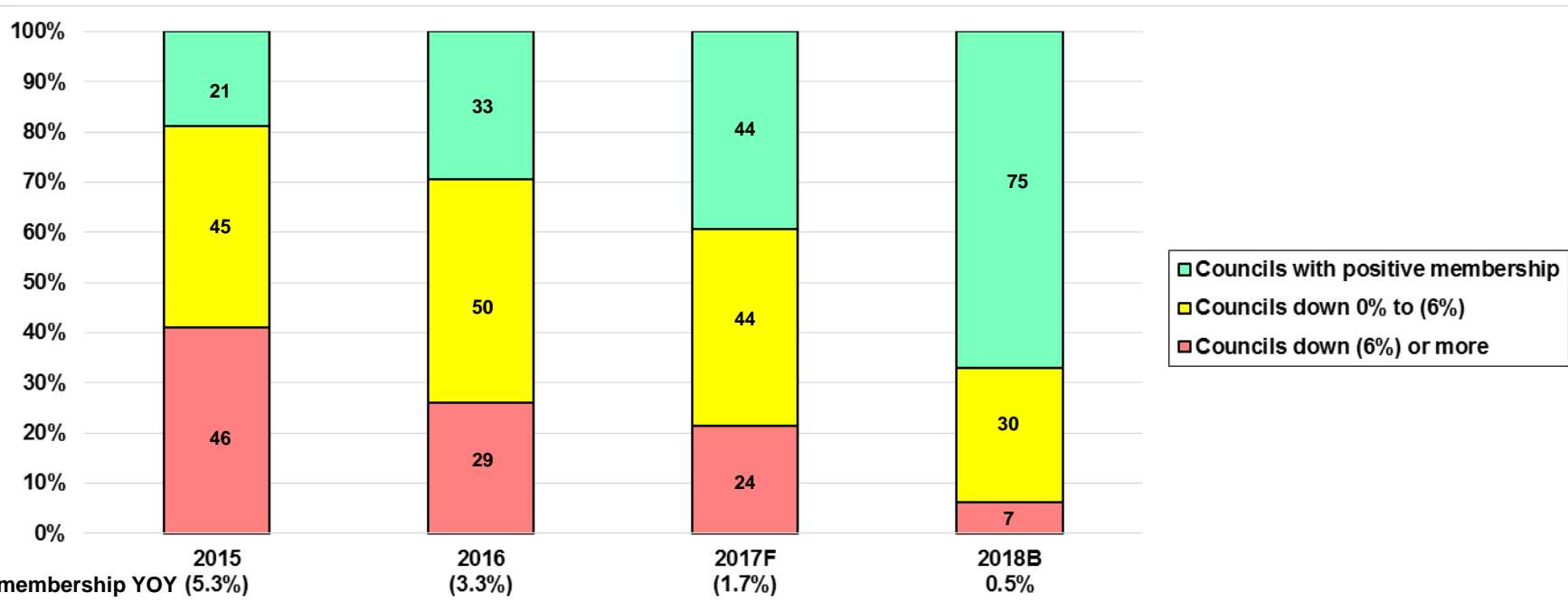
## FY2001 Actual - FY2018 Budget



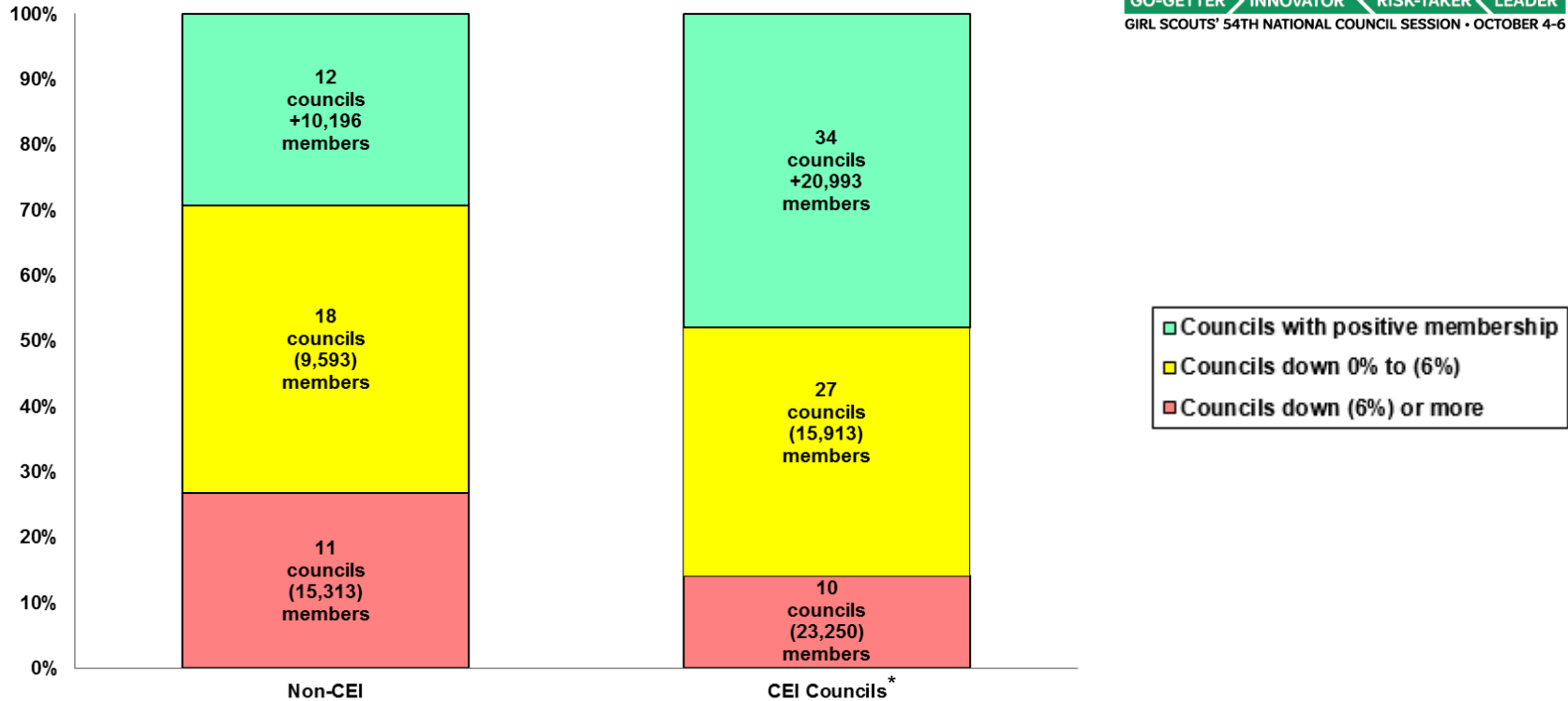


# Membership Trends

## FY2015 Actual - FY2018 Budget

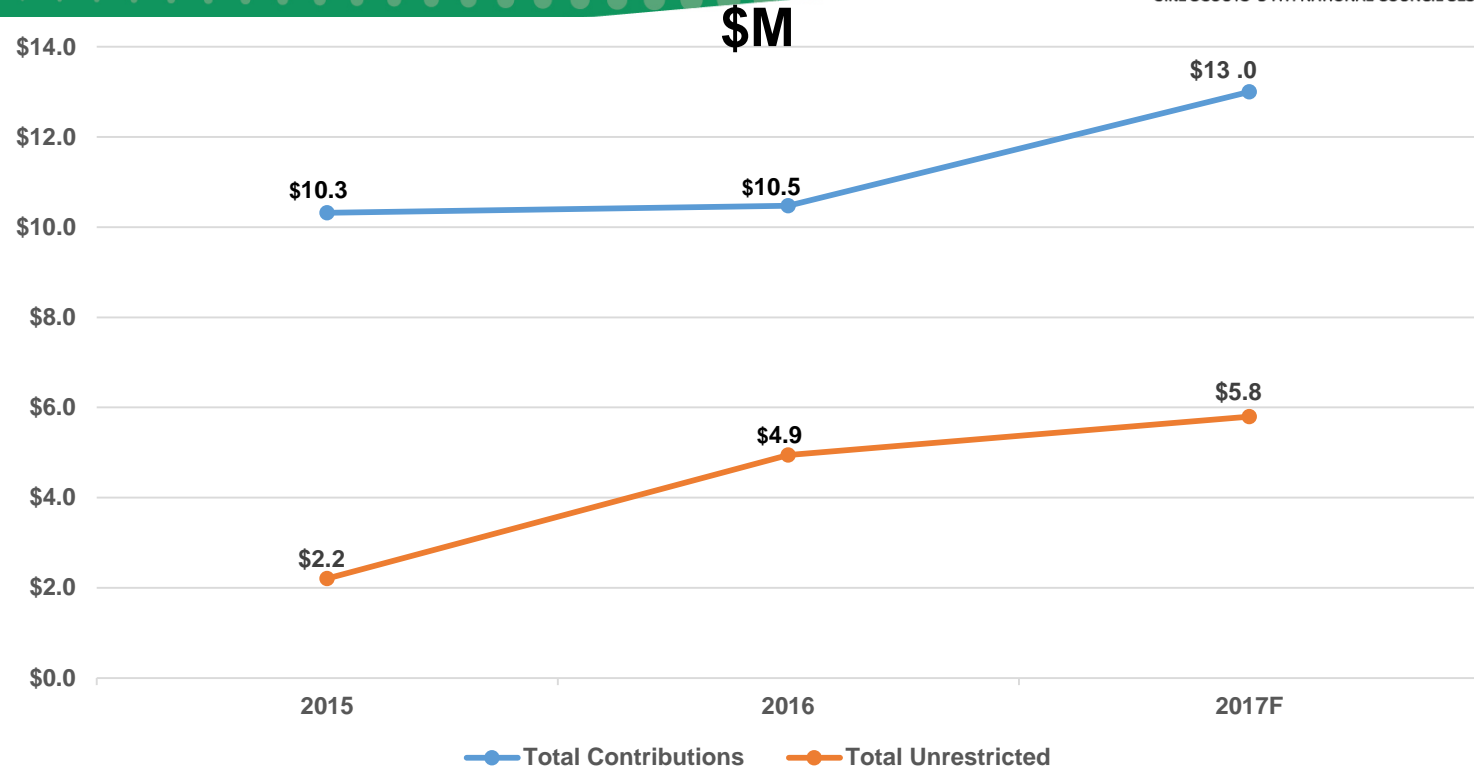


# CEI Membership Impacts as of August 31, 2017

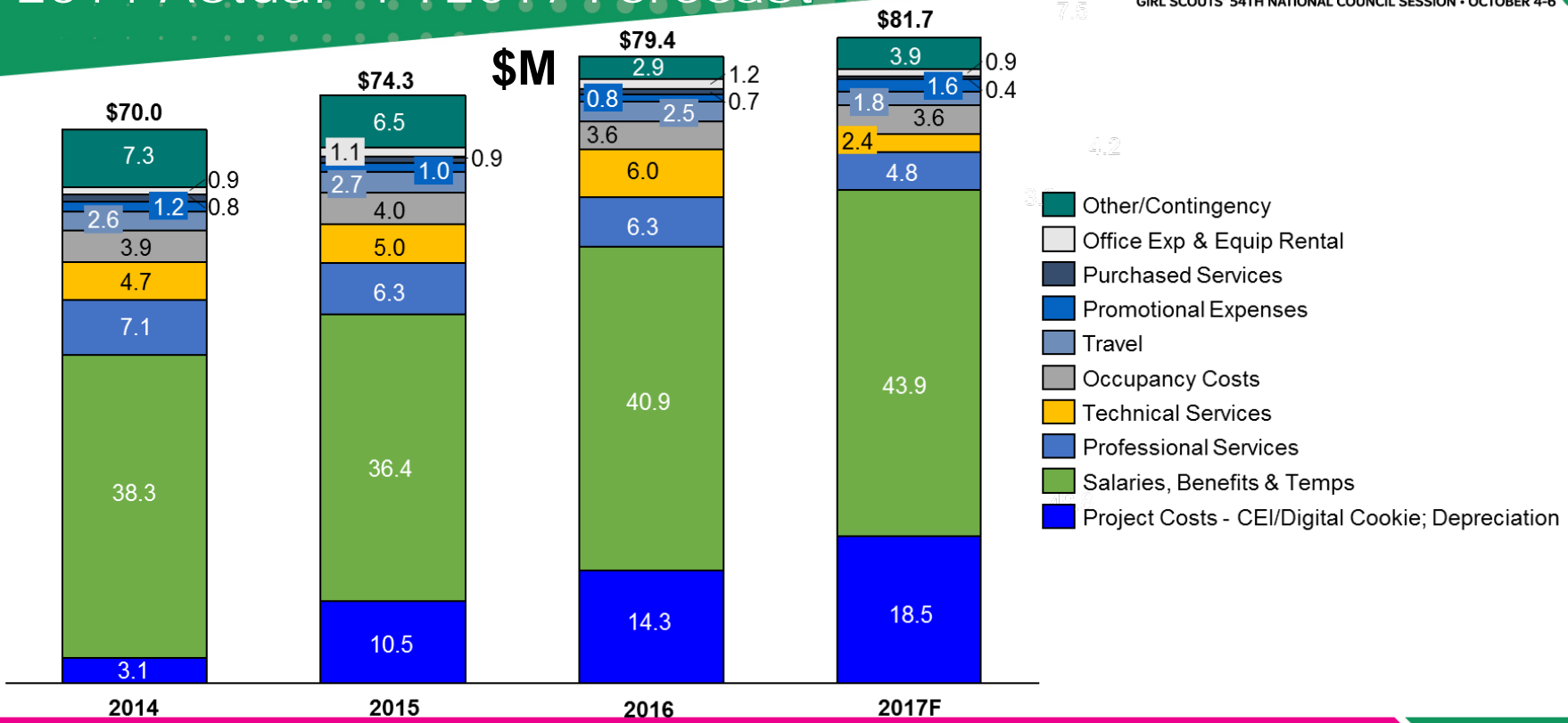


\*CEI Councils are Councils that went live prior to March 2017

# Fund Development Revenue - FY2015 Actual - FY2017 Forecast



# Operating Expense Trend – FY2014 Actual - FY2017 Forecast



# Strategic IT Investments – FY2014 Actual - FY2017 Forecast



\$M

## Capital

CEI Total	\$18.4
Digital Cookie	11.5
Infrastructure	2.3
Architecture	0.3
<b><u>Total IT</u></b>	<b><u>\$32.5</u></b>



# Income Statement

## FY2015 Actual - FY2018 Budget



	<u>2015</u>	<u>2016</u>	<u>\$M</u> 2017F	<u>2018B</u>
<b>Operating Revenue</b>				
Membership Dues	\$38.2	\$37.0	\$36.1	\$60.4
GSM Gross Profit / Net Royalties	30.4	32.3	31.5	33.5
Contributed Income	2.2	5.0	5.8	7.4
Other	3.7	3.9	3.7	3.8
Allocation to Councils	-	-	-	(4.9)
<b>Total Revenues</b>	<u>\$74.5</u>	<u>\$78.2</u>	<u>\$77.1</u>	<u>\$100.2</u>
<b>Total Expenses</b>	<u>74.3</u>	<u>79.4</u>	<u>81.7</u>	<u>90.9</u>
<b>Net Operating Income</b>	<u>\$0.2</u>	<u>(\$1.2)</u>	<u>(\$4.6)</u>	<u>\$9.3</u>
<b>Free Cash Flow</b>	<u>(\$8.8)</u>	<u>(\$8.7)</u>	<u>\$6.6</u>	<u>\$3.1</u>
<b>Liquidity</b>	<u>\$84.5</u>	<u>\$77.8</u>	<u>\$99.1</u>	<u>\$105.0</u>

# Financial Summary vs Strategic Plan – FY2016 Actual - FY2018 Budget



**\$M**

	<b>2016-2018 Strategic Plan</b>	<b>2016-2018 Actual/Budget</b>
<b>Net Operating Income</b>	<b>(\$3.1)</b>	<b>\$3.5</b>
<b>Free Cash Flow</b>	<b>\$0.0</b>	<b>\$1.0</b>
<b>Liquidity</b>	<b>\$98.0</b>	<b>\$105.0</b>
<b>Months of Reserves</b>	<b>13.0</b>	<b>13.9</b>

# Key Takeaways



## **Membership**

- Declines have been stemmed
- Dues increase implemented

## **Movement Technology Investments**

- Significant investments made
- 109 Councils on common operating system

## **Network Alignment**

- Ensures successful implementation of Strategic Plan
- Creates customer centric organization

## **Financial Performance and Position**

- Exceeded financial targets
- Stronger liquidity position
- Record cookie sales
- Monetized real estate and created Movement Growth Fund

Addendum 5  
Election Results

## Election Results

<b>Name</b>	<b>Votes</b>
Trooper Sanders	975
Jenny Alonzo	967
Anne H. Chow	965
Judith N. Batty	955
Debbie Nielson	955
Loria B. Yeadon	955
Vicki Gardner	950
Mina T. Nguyen	950
Wendy Drummond	947
Norma Provencio Pichardo	946
Erika Rottenberg	946
Dineen Garcia	944
Karen P. Layng	942
Cindy Miller	938
Mary Stengel Austen	938
Cynthia Brinkley	935
Sue Major	935
Becky Schmitt	934
Mary Ann Altergott	932
Valarie A. Gelb	932
Suzanne Wade	928
Charlie Garcia	926
Jeanmarie C. Grisi	926
Rose Littlejohn	921
Steven F. Gilliland	908
Gayle Garrigues	316

Casted Votes: 1,056