



2013 Annual Report





Girl Scouts of the USA
420 Fifth Avenue
New York, New York 10018

This report covers services during the fiscal year ended September 30, 2013. In some instances, to maintain continuity, events beyond the fiscal year have been included. Girl Scouts of the USA was founded by Juliette Gordon Low on March 12, 1912, in Savannah, Georgia, and chartered by the United States Congress on March 15, 1950. Its central office is located at 420 Fifth Avenue, New York, NY 10018-2798.

Girl Scouts of the USA is a member of the World Association of Girl Guides and Girl Scouts.

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Electronic edition published 2014



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From the National President and the Chief Executive Officer



Connie L. Lindsey



Anna Maria Chávez

It was a powerful “Year of Engagement” for Girl Scouts. In 2013, we emerged from our 100th anniversary celebration striding boldly into a brand new century.

First, we redoubled our efforts to deliver for girls. We developed groundbreaking programs in STEM and financial literacy; instituted a new developmental learning program called BFF: Be a Friend First; launched a new recruitment campaign titled “I can’t wait to...,” aimed at both girls and adult volunteers; established National Girl Scout Cookie Day, an annual celebration of our beloved Girl Scout Cookie Program that raises the profile of the program and the vital life skills it teaches girls; and achieved one-third of the \$1 billion goal for our ToGetHerThere campaign. And, as always, the driving force behind these innovations was girls.

Internally, we recognized that to better serve girls in today’s fast-paced environment, we needed to move at the “speed of the girl” and had to ensure that our staff, systems, and ways of work were ready to go. We engaged Girl Scout council leadership, staff, and adult volunteers, as well as thousands of girls, to learn more about their needs and how Girl Scouts of the USA could best serve them. We modernized our technology platforms, creating the Movement’s first technology strategy, and we transformed the way we do business to drive innovation and impact for Girl Scout councils across the country. We thoughtfully and carefully examined our work force, ensuring that our people had the resources necessary to carry our work forward.

As we completed the fiscal year, we were ready to stand up a brand new organization, with new staff, new skills, and new possibilities. Our ongoing transformation process is laying the groundwork for our new century and equipping Girl Scouts of the USA to offer the experiences we know will help today’s girls become tomorrow’s leaders.

Connie L. Lindsey
National President

Girl Scouts of the USA

Anna Maria Chávez
Chief Executive Officer

Girl Scouts of the USA



Following Where Girls Lead

For over a century, Girl Scouting has been the premier leadership experience for girls, instilling in them the courage, confidence, and character to thrive in the world. A big part of our success is that our Movement is led by girls, for girls. As we enter our second century, we're continually exploring creative new ways to reach and engage today's girls, and that means continuing to go where they guide us.

In the summer of 2013, as wait lists of girls interested in joining Girl Scouts grew longer due to a shortage of adult volunteers, we had a clear need to appeal to both girls and the adults who deliver the Girl Scout experience. Honing in on our sweet spot—girls in the kindergarten through fifth-grade years—Girl Scouts of the USA launched the “I can’t wait to...” national recruitment campaign. In contrast to the glossy ad campaigns designed by adults, “I can’t wait to...” was designed by girls, incorporating the assets, imagery, and engagement strategies that girls told us most appealed to them. It was time to let the girls decide, and we partnered with the best research groups available in order to obtain market-tested, data-driven results that would appeal to our target audience. Girls led us in unique and sometimes surprising directions, but in the end, they told us clearly what they wanted, and how we could better reach and serve their needs and interests.

I can't wait to





Co-designed and engineered with the help of Girl Scout councils across the country, "I can't wait to..." seeks to get girls thinking about what they can't wait to do once they join Girl Scouts. Launched with a PSA by First Lady Michelle Obama, the campaign encourages girls and adults to fill in the blank, referencing all the fun and excitement that await them as Girl Scouts.

"I can't wait to..." was extremely successful, as local councils who fully implemented the campaign grew by an astounding 281 percent in incremental new girls.

A lot has changed since 1912. Now more than ever, girls need the skills, confidence, and friendships that Girl Scouts helps them develop so that they can go on to thrive in a world that is ever more dynamic, fast paced, and challenging. "I can't wait to..." is about the future of girls; it's about stimulating their imaginations and empowering them to fulfill their highest aspirations; and it's about following where they lead, as we prepare a new generation of girls to change the world.





Leading with Distinction: Girls Make the World a Better Place



From the moment a Girl Scout raises her hand and pledges to serve, she begins to understand her own capacity and responsibility to make the world a better place. Throughout their Girl Scout careers, girls build, design, and execute “Take Action” service projects tackling local or global community issues such as poverty, illiteracy, and pollution. Through these projects, girls earn badges and special awards. The Girl Scout Gold Award recognizes the best of our best, those girls who demonstrate an unyielding commitment to service.

Among this elite group of Girl Scouts is another, smaller group, recognized as our National Young Women of Distinction. The National Young Woman of Distinction honor is conferred upon 10 Girl Scout Gold Award recipients whose final Take Action projects demonstrated extraordinary leadership, had a measurable and sustainable impact, and addressed a local challenge that related to a national and/or global issue.

At just 16 or 17 years of age, these young women have produced results that many adults could not conceive of and few would have the courage to attempt. Some of them rose above challenges that would have stood in the way of someone without the perseverance and striving spirit of a Girl Scout. In 2013, one National Young Woman of Distinction in particular truly captured that spirit.

When Kathy Rodriguez was 12 years old, she faced a horror that few of us can imagine. After her mother left Honduras to find work in the United States, she and her eight-year-old sister were trafficked into the United States by a neighbor they thought they could trust. Fortunately, Kathy and her sister were eventually able to escape and find their way to Florida.

That is when Girl Scouts made all the difference in Kathy’s life.

Kathy could have remained stuck in a devastating cycle of poverty, never realizing her full potential. She could have dropped out of high school and dramatically narrowed her options for a fulfilling career. But through Girl Scouts, Kathy had the experiences that helped her recognize that she mattered. She excelled in school and became a member of the Girl Scouts of Citrus Council in Orlando. Recognizing the importance of reading to long-term success, Kathy began a Take Action project to create a library at the Apopka Family Learning Center. Her goal was to help children of migrant workers, a population with the lowest high school graduation rate, read and write in English.

“The reason I decided to target this specific center is because the children who attend it are the children of



migrant workers who speak English as a second language,” Katherine said. “The main reason I decided to help the situation is because I was trafficked to the US. I know what it is like to speak English as a second language and to have a parent who can’t help you with your homework.”

The obstacles that this remarkable young lady has overcome—the unbelievable hardships she has faced and her determination not to let them stand in her way—make her accomplishments that much more awe-inspiring. Through Girl Scouting, Kathy found a family—a sisterhood that gave her comfort and strength, and that propelled her to reach for and achieve her dreams. She found an outlet for expression and a platform to channel her passion. She became, in short, a leader.

At Girl Scouts, building leaders is what we do. Ask Kathy what she wants to do with her life today, and this is her response: “I want to be a neurosurgeon. At this moment, I think there is nothing that’s impossible.”

The distinction conferred upon these young women is an honor, to be sure, but it is our hope that the Girl Scout Gold Award, or even the National Young Woman of Distinction honor, will be just one of the many accolades these extraordinary girls receive in their lives. They represent our collective tomorrow; on their faces, we see the future of women’s leadership.



Kathy Rodriguez with Anna Maria Chávez



National Girl Scout Cookie Day: Celebrating the Largest Girl-Led Business in the World

In December 1917, looking for a way to finance troop activities, the girls in the Mistletoe Troop from Muskogee, Oklahoma, decided they would bake cookies and sell them at the local high school cafeteria as a service project. Fast-forward 96 years: the Girl Scout Cookie Program has grown into one of the signature elements of the Girl Scout experience; Girl Scout Cookies are beloved the world over, and cookie season is anticipated each year by cookie fiends and light snackers alike. Whether it's Samoas/Caramel deLites, Tagalongs/Peanut Butter Patties, or the legendary Thin Mint, everyone has a favorite Girl Scout Cookie.

Most people are surprised that our Girl Scout Cookie Program is the largest, most successful girl-run enterprise in the world, to the tune of almost \$800 million a year. In fact, many of America's most successful women, from Washington to Wall Street, got their start

as Girl Scout Cookie entrepreneurs. But our cookie program is about more than just fundraising; it's one of the most powerful tools in the world for teaching girls business acumen and financial responsibility. Girls use the money from their cookie sales to fund troop activities and community Take Action projects, enabling them to invest their money as social entrepreneurs who make the world a better place. Selling cookies through the Girl Scout Cookie Program teaches girls goal setting, decision making, money management, people skills, and business ethics, and sets them on a path to leadership in the business world or whatever realm they choose.

In 2013, we united to tell the world the true story of the Girl Scout Cookie Program and its power to transform girls' understanding of business and finance and their own capacity to make a difference. For the first time, the entire Girl Scout network of 112 councils and





hundreds of troops in every zip code in America spoke with one voice about the deeper meaning of our time-honored program. On Friday, February 8, Girl Scouts across the country celebrated the inaugural

National Girl Scout Cookie Day. We highlighted our fresh new cookie-package design, celebrated our revitalized brand identity, and told the 50 million people a year who purchase Girl Scout Cookies that they're not just buying a delicious treat, they're helping girls become future business leaders and make an impact in their communities.

National Girl Scout Cookie Day featured cookie events with councils across the country and garnered massive local and national coverage, including articles in *The New York Times* and The Huffington Post, and segments on Fox News, CNBC, CNN, ABC Radio, Bloomberg Radio, and Bloomberg TV's highly rated primetime show *Taking Stock*. In all, more than 1,000 placements appeared online, in print, and on the air, worth an estimated \$10.8 million and generating nearly 264 million unique media impressions.

Juliette Gordon Low's vision of a singular movement with the power to provide a transformative experience for girls was affirmed on National Girl Scout Cookie Day. The notion that the young girl who knocks on your door to sell you Girl Scout Cookies may one day lead a multinational conglomerate, become a social entrepreneur, or be the chief financial officer of her household is truly amazing. As we shared far and wide on National Girl Scout Cookie Day, every box of Thin Mints sold helps girls learn the value of the money they collect: how to handle it, reinvest it, and, with the guidance of adult Girl Scout volunteers, use it to build a better world for us all.



Innovative Partnerships: Investing in the Future of Leadership

Girl Scouts has always exposed girls to new ideas and experiences, and taught them new skills. This requires keeping pace with changing times—and creating strategic partnerships. Our investors are a part of ToGetHerThere, our Movement-wide \$1 Billion Campaign—the largest campaign for girls in history—and are helping to shape the Girl Scout experience by bringing to bear their expertise and resources to help us offer unique and cutting-edge programs to girls. They are investing in the future of leadership in this country, because they know that when given the opportunity, girls change the world. With a new century of possibilities stretching out before us, we are especially grateful for the support of the following investors who are helping us ensure that the Girl Scout experience continues to evolve at the “speed of the girl.” Together we will get her there!

ALCOA FOUNDATION

Alcoa Foundation provided a two-year, \$1.5-million grant to expand the Girl Scouts Forever Green—100th Anniversary Take Action Project (GSFG), which enabled U.S and international councils to work together and lead their families, schools, and communities in improving the environment and protecting natural resources. The project was created after Girl Scout research found that an overwhelming number of girls said protecting the environment is a top priority. Harnessing our members’ passion for preserving natural resources and focusing on three main projects—Reduce Waste, Earth Hour, and Rain Gardens—Girl Scouts and Alcoa successfully concluded the Girl Scouts Forever Green project after saving 639 million kilowatts of energy, conserving 226 million gallons of water, and eliminating 1 billion pounds of carbon dioxide and 120 million pounds of waste in total. As an organization committed to helping girls become leaders who make a difference in the world, Girl Scouts

needed to promote girls’ passion for the environment, and the generous contribution from Alcoa Foundation provided the perfect outlet into which girls could channel their ecological energies.

In June 2013, Girl Scouts of the USA also partnered with the Alcoa Foundation to present the inaugural Alcoa Chuck McLane Scholarship, which is available to Gold Award recipients who completed projects in science, technology, engineering, and math (STEM). Through 2017, Alcoa Foundation will provide \$10,000 scholarships to two girls a year. In addition to receiving financial support, the scholarship recipient will also be mentored by an Alcoa employee during her freshman year of college.

The scholarship honors Chuck McLane, a retired Alcoa executive vice president and chief financial officer. McLane, a Girl Scouts national board member, championed this program in support of young women pursuing a STEM education. Alcoa and Alcoa Foundation share McLane’s commitment to inspiring girls, women, and other under-represented groups on the journey to STEM-related careers. Chuck McLane Scholarship recipients exemplify what Girl Scouting is all about—developing smart, enthusiastic, caring young women who are connected to the world around them and want to make it a better place—and their projects will inspire more girls and impact their communities for years to come.





AT&T

Girl Scouts teamed up with partner AT&T to help high school girls “IMAGINE” having a future career in STEM fields. The “IMAGINE Your STEM Future” initiative has so far reached over 6,000 underserved high school girls and is designed to help address a looming educational and economic crisis. “With “IMAGINE,” Girl Scout councils participate with AT&T employees and other volunteers in interactive activities and visual experiments that will spark girls’ interest in taking additional STEM courses in high school and college and open doors to new career options. AT&T’s contribution is among the largest gifts ever received by Girl Scouts of the USA toward our STEM programming. The contribution was made as part of AT&T Aspire, a \$350-million commitment with the goal of helping students achieve their best possible futures.

DELL

In August 2013, we activated a two-year, \$600,000 grant from Dell via its Powering the Possible Youth Learning initiative. In addition to currently funding information and communications technology (ICT) programs at five Girl Scout councils, together we developed Be the Video Game Developer, launched during a live-streamed, Dell-hosted event at Girl Scouts’ central office in September 2013. An interactive experience that puts girls in the driver’s seat of video game development, Be the Video Game Developer encourages girls to consider what they would like to see in video games and make selections based on those preferences. With Be the Video Game Developer, girls learn valuable critical-thinking, teamwork, and ideation skills, as well as what a career in STEM could potentially look like. “When you teach these skills to girls, there’s a level of confidence that’s quite transformational. They think bigger,” said Kristen Titus, panel moderator

and executive director of Girls Who Code. In addition to encouraging girls to consider careers in ICT by exposing them to the exciting world of video game development, Dell is helping Girl Scouts continue to position our brand for a new century, with a program that piques the interests of today’s girls in a fun and engaging way while teaching the skills of tomorrow.

These are just a few examples of the positive future impact on girls made possible through the generosity of our corporate partners and supporters. (For a full listing of our investors, please see page 22).





Gearing Up for Convention 2014





DISCOVER CONNECT TAKE ACTION

GIRLS CHANGE THE WORLD

SALT LAKE CITY, UTAH / OCT. 16–19, 2014

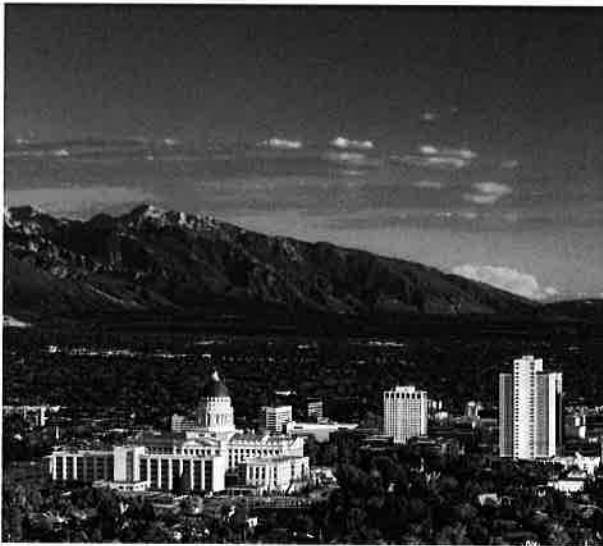


Photo Credit: visitsaltlake.com, Adam Barker

In 2013 we reimagined and repositioned the triennial National Council Session/convention for a new century. As the foremost experts on girls, we envisioned our 2014 Girl Scout Convention—taking place in Salt Lake City, Utah, October 16–19—as an opportunity to celebrate and advocate on behalf of girls, in part by welcoming a broader base of supporters nation- and worldwide, including our alumnae. We started designing an event centered on girls and the impact they have on our society and societies across the globe by first choosing the theme, “Discover, Connect, Take Action: Girls Change the World.” We did so in the spirit of our organizational transformation and our goal of becoming even more girl-focused, partnering with council colleagues and volunteers from across the Movement.

Of course, at the heart of every convention is our National Council Session, during which the Girl Scouts’ efficient and effective Democratic process gives a voice to all members. Elected delegates from all corners of our Movement gather and complete important business. In doing so, the delegates play an extremely important role in keeping our Movement true to its mission, while also ensuring that we continue to move together as one. In Salt Lake City we will renew our promise to girls and rededicate ourselves to supporting their unlimited potential.



TOGETHERTHERE

ToGetHerThere: Invest in Girls. *Change the World.*

At Girl Scouts, we believe that when girls succeed so does society. That's why in October 2010 we launched the largest fundraising campaign for girls in history, a comprehensive, Movement-wide campaign now called ToGetHerThere. The goal is to raise \$1 billion for girls by 2020. Together, we will empower girls to reach their fullest potential and give every girl what she deserves—the confidence to dream big and change the world.

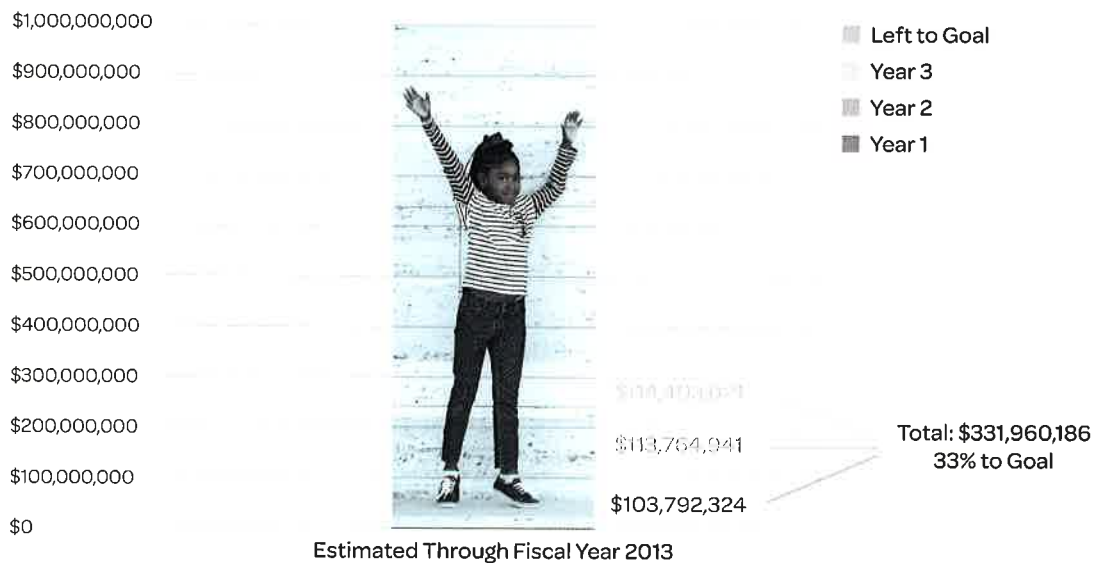
ToGetHerThere Campaign Progress and Highlights

The following numbers represent three-year combined Girl Scouts of the USA and council campaign giving from October 1, 2010, through September 30, 2013.



Campaign Giving from Contributions

ToGetHerThere Campaign Results

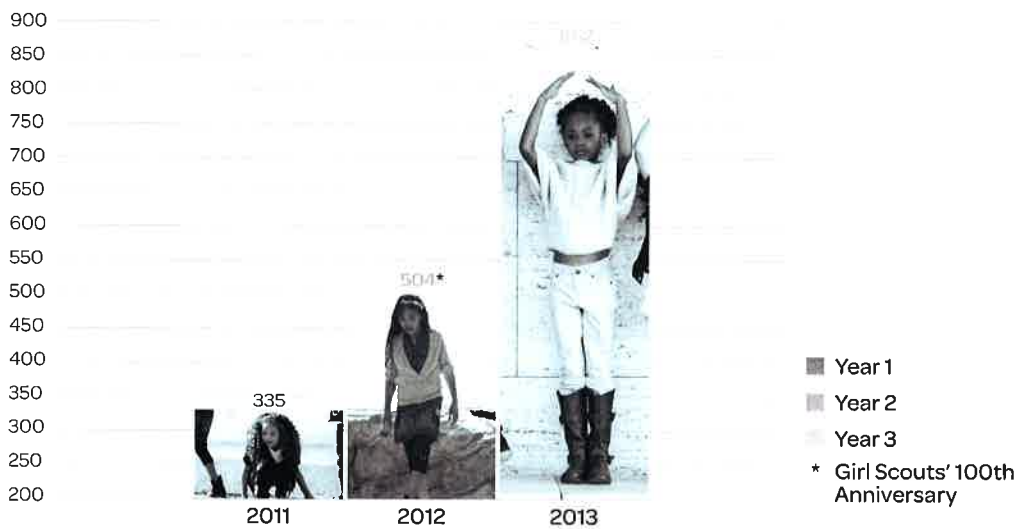




Movement-Wide \$25,000 Level or Higher Donors



Movement-Wide Cumulative Planned-Giving Donors





Membership

State/Area	Girls	Adults	Total
Alabama	23,595	7,916	31,511
Alaska	6,023	1,788	7,811
Arizona	38,418	13,278	51,696
Arkansas	9,459	4,370	13,829
California	198,486	103,153	301,639
Colorado	28,060	9,150	37,210
Connecticut	39,937	17,892	57,829
Delaware	7,321	2,641	9,962
District of Columbia	3,774	907	4,681
Florida	82,020	34,566	116,586
Georgia	58,026	22,142	80,168
Hawaii	2,808	1,993	4,801
Idaho	5,305	2,695	8,000
Illinois	113,692	36,090	149,782
Indiana	55,168	20,915	76,083
Iowa	29,381	7,632	37,013
Kansas	27,821	9,100	36,921
Kentucky	23,806	8,694	32,500
Louisiana	18,117	7,052	25,169
Maine	10,185	3,962	14,147
Maryland	50,620	19,513	70,133
Massachusetts	50,649	22,005	72,654
Michigan	56,808	19,226	84,163
Minnesota	51,252	19,427	76,034
Mississippi	14,837	4,183	19,020
Missouri	72,118	26,861	98,979
Montana	5,632	1,754	7,386
Nebraska	17,537	5,443	22,980

State/Area	Girls	Adults	Total
Nevada	11,417	3,619	15,036
New Hampshire	9,171	3,632	12,803
New Jersey	87,406	40,708	128,114
New Mexico	6,812	3,186	9,998
New York	140,404	53,137	193,541
North Carolina	59,885	22,276	82,161
North Dakota	4,006	1,504	5,510
Ohio	107,542	35,443	142,985
Oklahoma	17,739	5,921	23,660
Oregon	15,464	9,495	24,959
Pennsylvania	98,761	37,593	136,354
Puerto Rico	6,187	1,883	8,070
Rhode Island	6,844	1,889	8,733
South Carolina	20,749	9,262	30,011
South Dakota	5,605	2,325	7,930
Tennessee	30,981	13,406	44,387
Texas	181,734	66,971	248,705
Utah	8,238	3,300	11,538
Vermont	3,102	1,224	4,326
Virginia	67,850	28,808	96,658
Washington	30,678	15,026	45,704
Washington, DC	63,965	25,002	88,967
West Virginia	10,648	3,440	14,088
Wisconsin	59,071	16,774	75,845
Wyoming	2,530	922	3,452
Overseas	10,821	6,511	17,332
Total	2,164,318	846,600	3,010,918



Membership by Racial/Ethnic Group

September 30, 2013

Racial/Ethnic Group	GIRLS		ADULTS		TOTAL		
	2013 Membership	% of Membership	2013 Membership	% of Membership	2013 Membership	2012 Membership	% of Change
American Indian	16,175	0.8%	4,832	0.6%	24,194	21,007	-13.2%
Asian American	59,543	2.8%	22,926	2.7%	80,627	82,469	2.3%
African American	246,948	11.5%	41,923	5.0%	295,293	288,871	-2.2%
Pacific Islander	4,168	0.2%	1,880	0.2%	6,287	6,048	-3.8%
White/Caucasian	1,418,285	65.9%	619,054	73.6%	2,226,339	2,037,339	-8.5%
Multiple races	73,859	3.4%	9,638	1.1%	76,734	83,497	8.8%
Other races	79,508	3.7%	13,668	1.6%	86,312	93,176	8.0%
Race not reported	19,289	0.9%	5,999	0.7%	46,809	25,288	-46.0%
I choose not to share	236,772	11.0%	121,237	14.4%	351,606	358,099	1.8%
Total	2,153,597		841,247		3,193,502	2,994,844	-6.2%
Hispanic*	270,932	12.6%	49,401	5.9%	324,592	320,333	-1.3%

*Hispanic (or Latina/Latino) is defined as an ethnicity (and not a race) and is therefore reported separately. A member who reports having both an ethnicity and a race will be double-counted if race and ethnicity counts are added together.



Financial Report

Consolidated Statements of Financial Position

As of September 30, 2013, and 2012:

ASSETS

ASSETS

	2013	2012
Cash and cash equivalents	\$ 11,996,000	\$ 19,889,000
Accounts receivable, net of allowance for doubtful accounts of approximately \$166,000 in 2013 and \$171,000 in 2012	5,516,000	6,103,000
Investment receivables for redemption pending	2,303,000	-
Inventories, net	8,671,000	12,150,000
Prepaid expenses	1,273,000	1,071,000
Investments	135,397,000	126,057,000
Contributions and deferred gifts receivable, net	3,202,000	2,392,000
Funds held in trust for others	625,000	620,000
Property and equipment, net	16,699,000	17,948,000
Total assets	\$ 185,682,000	\$ 186,230,000

LIABILITIES AND NET ASSETS

LIABILITIES

Accounts payable and accrued liabilities	\$ 8,621,000	\$ 10,174,000
Pension liability	28,784,000	36,684,000
Funds held in trust for others	625,000	620,000
Deferred revenues:		
Membership dues	17,320,000	13,141,000
Other	28,000	174,000
Total liabilities	55,378,000	60,793,000

NET ASSETS

Unrestricted:		
General fund	1,399,000	1,399,000
Pension fund	(32,755,000)	(39,836,000)
Property and equipment	23,550,000	26,475,000
Board designated	95,714,000	99,096,000
Temporarily restricted	87,908,000	87,134,000
Permanently restricted	21,067,000	17,397,000
	21,329,000	20,906,000
Total net assets	130,304,000	125,437,000
Total liabilities and net assets	\$ 185,682,000	\$ 186,230,000



Consolidated Statements of Activities

For the year ended September 30, 2013, with summarized comparative financial information for 2012:

	Unrestricted	Temporarily Restricted	Permanently Restricted	2013 Total	2012 Total
OPERATING REVENUES					
Membership dues	\$ 34,666,000	\$ -	\$ -	\$ 34,666,000	\$ 36,960,000
Girl Scout merchandise sales and other income, net of related costs	18,878,000	-	-	18,878,000	27,532,000
Gifts, grants, and bequests	1,673,000	5,580,000	-	7,253,000	9,692,000
Training/meeting revenue	4,584,000	-	-	4,584,000	7,413,000
Contributed advertising	48,531,000	-	-	48,531,000	41,334,000
Investment income allocation	3,193,000	1,102,000	-	4,295,000	4,180,000
Other	755,000	6,000	-	761,000	1,478,000
Total operating revenues	112,280,000	6,688,000	-	118,968,000	128,589,000
Net assets released from restrictions	5,712,000	(5,712,000)	-	-	-
Total operating revenues	117,992,000	976,000	-	118,968,000	128,589,000
OPERATING EXPENSES					
Program services:					
Service delivery to local councils	30,517,000	-	-	30,517,000	33,041,000
Program development and training	25,570,000	-	-	25,570,000	25,760,000
Communications:					
Contributed advertising	48,531,000	-	-	48,531,000	41,334,000
Other	12,522,000	-	-	12,522,000	14,399,000
International services	2,949,000	-	-	2,949,000	3,768,000
Total program expenses	120,089,000	-	-	120,089,000	118,302,000
Supporting services:					
Fundraising	3,228,000	-	-	3,228,000	2,834,000
Management and general	8,435,000	-	-	8,435,000	6,952,000
Total supporting services	11,663,000	-	-	11,663,000	9,786,000
Total operating expenses	131,752,000	-	-	131,752,000	128,088,000
Operating (deficit) surplus	(13,760,000)	976,000	-	(12,184,000)	501,000
NON-OPERATING REVENUE, GAINS, AND LOSSES					
Endowment contributions	-	-	1,105,000	1,105,000	1,020,000
Change in value of deferred gifts	-	16,000	17,000	33,000	131,000
Adjustment to Perpetual Trust held by third parties due to clarification of donor intent	-	-	(711,000)	(711,000)	-
Net investment income in excess of income allocation	7,453,000	2,678,000	12,000	10,143,000	16,060,000
Pension-related gains (expenses) other than net periodic pension cost	7,081,000	-	-	7,081,000	(1,739,000)
Total nonoperating revenue, gains, and losses	14,534,000	2,694,000	423,000	17,651,000	15,472,000
Change in net assets	774,000	3,670,000	423,000	4,867,000	15,973,000
Net assets, beginning of year	87,134,000	17,397,000	20,906,000	125,437,000	109,464,000
Net assets, end of year	\$ 87,908,000	\$21,067,000	\$21,329,000	\$130,304,000	\$125,437,000

Audited Financial Statements are available at girlscouts.org/AnnualReport.



Honor Roll of Donors

Girl Scouts of the USA gratefully acknowledges the contributions of our donors and funders during the past fiscal year.

NEW COMMITMENTS

Girl Scouts of the USA acknowledges those who made new gifts or pledges of more than \$1,000 in fiscal year 2013 (October 1, 2012, to September 30, 2013).

Pledge payments of more than \$1,000 made during fiscal year 2013 are listed in Outright Gifts and Pledge Payments.

\$1,000,000 and above

Mattel, Inc.

\$500,000 and above

AT&T Corporation

\$100,000 and above

Alcoa Foundation

Herford N. Elliott Trust

Leventhal Kline Management, Inc.

Motorola Solutions Foundation

\$50,000 and above

James Annenberg La Ve
Charitable Foundation

Arlene Bartlow

Estate of Lois Dorothy Blais

Kappa Delta Foundation

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Girl Scouts of the USA acknowledges those who made outright gifts or pledge payments of more than \$1,000 in fiscal year 2013 (October 1, 2012, to September 30, 2013).

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ABC Bakers / Interbake Foods
Norman G. Aehle Charitable
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Estate of Anne Luise Buerger
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GE Foundation
General Motors Corporate Foundation
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Midwest Community Fundraising, Inc.
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Susan P. Peters
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Nancy A. Reardon
Roundup Reunion
Estate of Cecilia C. Schramm
Susquehanna Trust &
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TMA Resources
Estate of Harriet Troyan
Turner Broadcasting System, Inc.
Viacom International Inc
The World Association for Girl Guides
and Girl Scouts, Inc

\$5,000 and above

Morell G. Barnes Crat Trust
Linda Descano
Estate of William O. Fry, Jr.
Patricia Harris
Edward Jaenke
Kenneth H. Kirschner

Barbara Krumsiek
Polly Annenberg Levee Charitable Trust
Wonya Y. Lucas
Musk Family Foundation
TMA Resources
Joan Wagnon
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William H. Warner Memorial
Sharon Wibben
Womenetics

\$1,000 and above

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America's Charities
Vivian Arendall
Ashley and Matthew Arnold
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Giving Campaign
James R. Bancroft
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Kerry Connolly
Estate of Leonard O. Cornelius
Dallas Jewish Community Foundation
Janet S. Davis
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Dolphin Magic Tours
Raquel Egusquiza
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Fidelity Charitable Gift Fund
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A NOTE TO DONORS

We have reviewed carefully all gifts made to Girl Scouts of the USA to ensure that each gift is properly recognized. A description of the criteria for inclusion precedes each section. The 2013 Honor Roll of Donors includes gifts made between October 1, 2012, and September 30, 2013. Occasionally, despite our best efforts, errors occur. If we have made mistakes, we sincerely apologize. Please alert us to such errors by contacting the Department of Fund Development by phone at 212.852.5062, or by mail at 420 Fifth Avenue, 10th floor, New York, NY 10018. Please note that we also make every effort to follow donors' preferences when compiling the Honor Roll of Donors. If you would prefer to have your name listed differently in the future, please let us know.



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Girl Scouts of the USA acknowledges donors who made new gifts or pledges to councils of more than \$25,000 in fiscal year 2013 (October 1, 2012, to September 30, 2013).

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The Juliette Gordon Low Society was established in 2012 to acknowledge at a national level those who choose to make Girl Scouts part of their legacy as a beneficiary of their estate. Girl Scouts of the USA gratefully acknowledges the following individuals who have made such a commitment to our Movement. A double asterisk (**) denotes the Founding Chair of the Juliette Gordon Low Society.

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Estate of Janet G. Russell
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Mrs. E. Mildred Famous
Ms. Carolyn Wicker Field
Dr. Phyllis Finger
Ms. JoAnne Fischer and
Mr. Eric E. Hoffman
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Mr. and Mrs. J. Peter Ford
Mr. and Mrs. John Foreman
Marlene O. Fowler
Ms. Janet E. Garretson
Robert Garrett
Mr. and Mrs. Maurice O. Gaukler, Jr.
Mr. and Mrs. Maurice Gaukler
Mrs. Elizabeth Gaumer
Ms. Connie Girard-diCarlo
Ms. Ann D. Giunta
Mrs. Florence Glander
Mrs. Kay E. Goetz
Ms. Barbara J. Gohn
Pastor Virginia Anne Goodwin
Ms. Brenda Graves
Ms. Rosemarie B. Greco
Mrs. Marita Green
Ms. Catherine M. Guenzel



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 Marion Haubner
 Mrs. Barbara D. Hauptfuhrer
 Ms. Roberta Healy Garbisch
 Ms. Diana Heiman
 Estate of Marjorie S. Henshaw
 Ms. Barbara Hifferty
 Mrs. Violet M. Hoffman
 David and Pat Hoffman
 Ms. Gloria A. Hoffman
 Ms. Frieda P. Hollihan
 Ms. Betty M. Hollis
 Ms. Eileen E. Honert
 Ms. Anne T. Huber
 Ms. Janie R. Hutchison Gill
 Ms. Jorene Jameson
 Ms. D. J. Jennings
 Mrs. Frances W. Keebler
 Ms. Sandra Payne Kenton
 Gloria and Joe Kern
 Ms. Ann O. Kerr
 Kevin Holleran
 Mrs. Sally A. Kinsey
 Mrs. Lydia P. Kirkland
 Ms. Marsha H. Kitter
 Ms. Dorothy C. Klemmer
 Mr. and Mrs. Trygve Kleppinger
 Ms. Judith Kraines
 Ms. Gerlinde R. Lauff
 Ms. Muriel Lehman
 Jeanne E. Lennon-Smith
 Ms. Jean Lind
 Mrs. Katie Loeb-Schwab
 Mrs. Margaret MacCrimble
 Ms. Catherine Malkemes
 Ms. Barbara Markowitz
 Ms. Dotti M. Martin
 Mary Jane Adams
 Ms. Trean B. Matz
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 Gertrude K. McGonigle
 Ms. Mary L. McMahan
 Ms. Shelley M. Mincer
 Mrs. Mary B. Montgomery
 Ms. Sandra Moyer
 Trudy Murphy
 Ms. Lynn E. Musselman

Mr. and Mrs. F. W. Nikischer, Sr.
 Ms. Patricia A. Owens
 Mrs. Doris A. Paul
 Ms. Merideth A. Perrone
 Ms. Regina A. Pfeiffer
 Estate of Arleen L. Pogue
 Mrs. Shirley A. Preston
 Janet Z. Purbrick
 Ms. Susan M.S. Rapp
 Ms. Susan D. Reitz
 Ms. Suzanne E. Rocheleau
 Mrs. and Mr. Diane Roskamp
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 Maurice Seltzer Trust
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 Ms. Mary I. Wilkerson
 Ms. Norma Withsosky
 Ms. Brenda Wolfe
 Ms. Sue Ann Yocom
 Mrs. Alice Zaleski
 Ms. Michele Zujkowski

Girl Scouts of Florida Panhandle
 Julia Woodward

Girl Scouts of Gateway

Roberta Giudice-Teller
 Joann Minshall
 Barbara Wingo

Girl Scouts of Greater Atlanta

Diane Belk and Lawrence Calder
 Estate of Claudia K. Carswell
 Frank S. Coleman
 Estate of Jane Gavin
 Joie Hain
 Phyllis Heller
 Harriet Paulk Hessam
 C. Ann Hooper
 Kristen M. Lewis
 Estate of Marilyn Nawrosky
 Estate of Margaret B. Perdue
 Estate of Merium Elizabeth
 (Peggy) Seward
 Susan and Bill Thigpen
 Estate of Patricia M. Tunno
 Amy Vassey

**Girl Scouts of Greater Chicago
 & Northwest Indiana**

Ruth K. Mank Trust

Girl Scouts of Greater Iowa

Barbara Adams
 Jennifer Allamby
 Wanda Armstrong
 Ricci Boldt
 Andrew and Kathy Eck
 Holly Grimes
 Laura Lane
 Janet Lust
 Mary Louise Petersen
 Ione Wilkens

Girl Scouts of Greater Los Angeles

Julie & Kenneth Beals
 Dianne Belk** and Lawrence Calder
 Betsey Brewer
 Hailyn Chen
 Carol M. Dedrich
 Connie Dunn



Barry and Peggy Edwards
Marie J. Fouts
Diana Freeman
Bernie Horst
Denise Hsu
Shannon and Larry Johnston
Sherry and Albert Lapidés
Lise L. Luttgens
Toni Martínez- Burgoyne
Kelly Z. Maxwell
Janice Rector
Leanne Rodgers
Sylvia and Paul Rosenberger
Margaret Rosenthal
Francesca Taylor
Ben & Cynthia Tenn
Harry Webb Trust
Janet Whaley and Steve Preston
Brenda Zamzow-Frazier
Donna Ziel

Girl Scouts of Greater Mississippi

Bob Athow
Susan Athow
Dianne Belk** and Lawrence Calder
Carolyn Boteler
Pam Britt
Lawrence Calder
Lissa Frank
Scherry Gilliland
Amy Mufflar
Rita Shaw
Becky Traweck
Mareanda Weems

Girl Scouts of Gulfcoast Florida

LaTasha Armstead
Renee Armstrong
Marilyn Arnall
Dianne Belk** and Lawrence Calder
Stacey Carbone
Ann Carrasquillo

Dr. Elinor Crawford
Elisabeth Ethal
Sue Garland
Linda Getzen
Cecilia Hill
Tracy Lux
Julianna Meek
Joseph and Janet Rhein Trust
Sandi Stewart
Susan Stewart

Girl Scouts of Heart of Central California

Sally Butters
Edna Lucille Goforth
Robin Kren
Susan Sheridan
Ann Wallace
Charlotte Williams

Girl Scouts of Heart of New Jersey

William and Ida M. Kiefer Trust

Girl Scouts of Heart of the South

Dianne Belk** and Lawrence Calder
Nancy Cantrell Cochran
and John Richard Cochran
Pat Moody
Elizabeth Upchurch

Girl Scouts of Historic Georgia

Dianne Belk** and Lawrence Calder
Myra Blackmon & Tom Holland

Girl Scouts of Louisiana East

Jacquelyn S. Daniels
Candace Davey
Myrle Leblanc
Patricia Leblanc
Martha Long
Pat Mackey
Joan and RJ Mollohan

Laurence Neeb
Marguerite Redwine

Girl Scouts of Nassau County

Deidre Blackmore
Susan Caruso
Judi Franzen
Carol Gorst
Maryse Haig
Jackie Hennelly
Madeline Murphy
Margaret Stacey
Terri Della Vecciho
Diane White

**Girl Scouts of Northeast Kansas
& Northwest Missouri**

Mary Tangari

Girl Scouts of Northeast Texas

Anonymous
Julie and John Broad
P. T. Kilman Trust
Debra and Steve Leven
Lynne Mabry
Katherine Maxwell
Sara Jo and David Mueller
Carolyn Parker

Girl Scouts of Northern Illinois

Joseph V. Gralik, Jr.
Willis and Doris Rowald
Catherine A. Wilcox

Girl Scouts of Northern Indiana-Michiana

Eleanor and Lockwood Marine
Jane Webster Winnerman Shaw
Mark and Kathie (Oiler) Swaim

Girl Scouts of Northern New Jersey

Veronica Curran
Helen Wronski



Girl Scouts of NYPENN Pathways

Judy and Gordan Prosser

Girl Scouts of Orange County

Ann Crane
Patricia Lee Crane
Nancy Nygren
Marie L. Singer
Diana Springer

Girl Scouts of San Geronio

Cynthia H. Breunig
Chuck MacKinnon
Knea Hawley
Kit MacNee
Debbie Gradias
Dawn Meade
Reita Dykes
Barbara Sirvis

Girl Scouts of Southern Alabama

Henry and Gigi Baroco
Ms. Ellen Brooks
Robert and Pat Edington
Mrs. Barbara Gilewicz
Harriet Paulk Hessam

Girl Scouts of Southwest Indiana

Carol and Bruce Baker
Irene D. Bartelt Estate
Marie Bussing-Burks
W.C. Bussing III
Janice K. Davies
Susan C. Huck
H.F. and Minnie Koch Charitable Trust
Diane Davidson Leitch
Barb Jones Moore
Michael P. Schmitt Estate
Bettye Statham

Girl Scouts of Spirit of Nebraska

Elizabeth Campbell

Jenny Cardwell
Theresa Cassaday
Susan Chenoweth
Dorothy Brazil Clark
Delores Courtright
Anabeth Hormel Cox
Joseph W. and Beverly M. Elliott
Lori L. Frank
Kay French
Robert and Charlene Gondring
Helene E. Grgurich
Pamela V. James
Debra J. Keating
Fran Marshall
Patrick and Pastor Pat Norris
Marie Odgers
Jane M. Palmer
Barbara Pille
Dawn E. Rockey
Peggy Roit
Dalyce F. Ronnau
Deborah L. Salansky
B. Adelaide Sasse
Sue Schreiber
Coleen J. Seng
Jo Ann Ward
Sandra Washington
Linda and Ed Willis

Girl Scouts of Suffolk County

Nancy Entenmann
Norman W. Roe
Lydia Smith

Girl Scouts of Tropical Florida

Thomas A. Curtis

Girl Scouts of Utah

Barbara Bentley
Richard and Aloma Blaylock
Sandra Brown
Margy Campbell

Margaret Canon
Drusilla Copeland
Char Corbit
Katherine Dumke
Hazel Dunsmore
Lois Fitzgerald
Alida Hannum
Joshua Jones
Guy Lowell Knight
The Reverend Canon Caryl Marsh
Matt and Andrea Mitton
Debbie Nielson
Noreen Rouillard
Loa Russell
Randy and Cathleen Sparrow
Erin and Michael Stone
Sarah Waters
Margaret Wilde

Girl Scouts of West Central Florida

Charles A. Lauffer
William F. O'Neill

Girl Scouts of Western New York

Suzanne Kate Isgrigg
Diana W. Kubick
Deanne Molinari
Sue C. Sweet
Elizabeth W. Thorndike

Girl Scouts of Western Ohio

Eleanor Bacon



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Juliette Gordon Low

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Angela Olden
Chief Financial Officer, Central Office¹

¹Member *ex officio* of the National Board of Directors, without vote

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²resigned September 2013

³appointed December 2013

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Chief Executive Officer

Angela R. Olden
Chief Financial Officer

Deborah G. Taft
Chief Development Officer

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Nhadine Leung
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Chief Information Officer

Jennifer Rochon
General Counsel

Girl Scout Mission Statement

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

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 Scouts of the USA

420 Fifth Avenue

New York, New York 10018

girlscouts.org

