



2014



# Annual Report

Girl Scouts of the USA



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

This report covers services during the fiscal year ended September 30, 2014. 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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# Message from the National President and the Chief Executive Officer

The story of 2014 is one of renewal, innovation, and engagement. From our 2014 National Council Session/53rd Convention, to our revolutionary customer engagement work, to exciting new girl-led programming like Digital Cookie, Girl Scouts of the USA worked with our council partners throughout the country in 2014 to drive forward the reforms we set in motion last year.

around new initiatives, practices, and programs that would allow us to come together as one Movement, with one unifying mission for girls across America.

This process was kick-started with the launch of our Movement's first full "Strategic Learning" process since 2004. Our Core Business Strategy was further refined over the summer of 2014 through a partnership between the Girl Scout Research Institute and youth development experts that resulted in the creation of a new core purpose: "Girl Scouts exists so that girls thrive." From this simple but elegant and profound concept grew a commitment to defining and delivering consistently on a core Girl Scout experience for girls and a clear customer focus that drove much of our work in 2014.

In the ensuing months, GSUSA rolled out a robust "Customer Engagement Initiative" that is making it easier than ever before to volunteer with Girl Scouts; launched innovative new programs like Digital Cookie that are keeping Girl Scouts fresh, fun, and relevant for today's girls; pursued exciting new partnerships with major brand ambassadors like Sheryl Sandberg; reaffirmed our commitment to the outdoor experience, investing in the development of a co-created, multi-year outdoor strategy; and redefined our Movement strategy for girls.

The fiscal year began on October 1, 2013, when we officially stood up a new organization after a year of transformational and visionary thinking around our ways of work at GSUSA and across the Girl Scout Movement. The 2014 fiscal year would be about rallying our Movement

The fiscal year concluded in Salt Lake City with a rousing celebration of our Movement at our 2014 National Council Session/53rd Convention. We were joined by 6,500 girls, volunteers, alumnae, staff, and other supporters whose passion for our mission is boundless.



Anna Maria Chávez, GSUSA CEO, and Kathy Hopinkah Hannan, GSUSA national president, at the 2014 Girl Scout National Convention.





From our thought-provoking Conversations of Consequence and moving presentations by our National Young Women of Distinction, to stirring speeches by our outgoing National President Connie Lindsey and Leslie Weldon of the USDA Forest Service, the 2014 convention was informative and inspiring, showcasing the very best of what we can do together to advance the next generation of girls.

As we look to the future, we remain as committed as ever to creating a Girl Scout experience that meets the modern girl where she lives—in a fast-paced world where challenge and incredible opportunity await at every corner. With the new leadership elected at the National Council Session and a renewed spirit of optimism and opportunity, Girl Scouts is prepared to continue blazing a trail for girls, building on our past and recommitting ourselves to the principles on which we were founded: developing girls of courage, confidence, and character, who make our world a better place.

A handwritten signature in black ink that reads "K. Hopinkah Hannan".

Kathy Hopinkah Hannan  
National President  
Girl Scouts of the USA

A handwritten signature in black ink that reads "Anna M. Chávez".

Anna Maria Chávez  
Chief Executive Officer  
Girl Scouts of the USA

# Customer Engagement Initiative: Enhancing the Volunteer Experience

As our transformational work unfolded throughout 2014, no area had greater importance or impact than our customer engagement work. Simplifying and streamlining Girl Scouts' volunteer process is a key goal we identified in 2013. And this past fiscal year, we were determined to bring about a seismic shift in our approach to working with adult volunteers—ensuring we provide an easy, efficient, and fun way for adults and girls to participate in the Girl Scout experience, so that more girls have the opportunity to thrive.

We worked hand in hand with councils, leveraging the innovation of one of our largest and most forward-thinking councils, to develop the Customer Engagement Initiative (CEI). Through CEI, Girl Scouts

new volunteers to become troop leaders in a matter of days instead of weeks or months—and all volunteers to receive the information and resources they need, when they need it, through their personal computer or mobile devices. The national web platform will eventually unite the websites of all 112 Girl Scout councils nationwide so that girls, parents, volunteers, and alumnae can all receive the same first-class Girl Scout experience online, as well as access information relevant to their specific council.

A new and improved “2.0” version of the Volunteer Toolkit was released in spring 2014. The Volunteer Toolkit is a customizable digital planning tool providing resources and program content that is accessible via

The Volunteer Toolkit is a customizable digital planning tool providing resources and program content that is accessible via a variety of devices.



a variety of devices such as smart phones, tablets, laptops, and desktop computers. We conducted initial measuring of customer satisfaction and business metrics across participating councils in June and rolled out a new web platform in July. The

is transforming the way we serve our members, adopting new, Movement-wide technology to build our capacity to deliver on our mission and improve the overall girl and volunteer experiences. CEI will also play a critical role in helping us reach our short-term goal of stemming membership decline, especially in the K–5 demographic that is so key to the health of our organization.

This promising initiative and innovative business model is supported by three technology platforms: Volunteer Systems, Volunteer Toolkit, and a national web platform. The Volunteer Systems component enables

willingness of so many councils to make the necessary budgetary and staffing adjustments to formalize with us this new initiative speaks to their confidence that we are building tools that support effective change in our business model. Moreover, Girl Scouts is one of the first nonprofits to implement such a far-reaching business change program—a multi-year strategy that will empower us to optimally manage our resources and deliver on our mission for girls.





# Digital Cookie: Adding a 'Byte' to an Icon

At Girl Scouts, we understand that the ability to engage today's girls where they are—online—is vital to delivering on our mission and improving girl recruitment and retention rates. So in December 2014, we launched a groundbreaking new addition to our iconic cookie program. Digital Cookie adds a digital layer to the Girl Scout Cookie sale that enhances and expands upon the traditional “5 Skills” girls learn through the program (goal setting, decision making, money management, people skills, and business ethics). It also teaches them vital new skills for the modern economy, including emarketing, ecommerce, website maintenance, app usage, and how to use digital dashboards to set goals, track sales, and manage money.



With Digital Cookie, depending on their local market and Girl Scout Cookie baker, girls use either a website they customize and maintain or a mobile app for taking orders in person. Both the website and the app let girls market cookies, process payments, and place shipment orders digitally. It's the first time in the nearly 100-year history of the Girl Scout Cookie Program that there is a national digital platform for selling cookies, making it easier than ever for customers to help girls learn basic

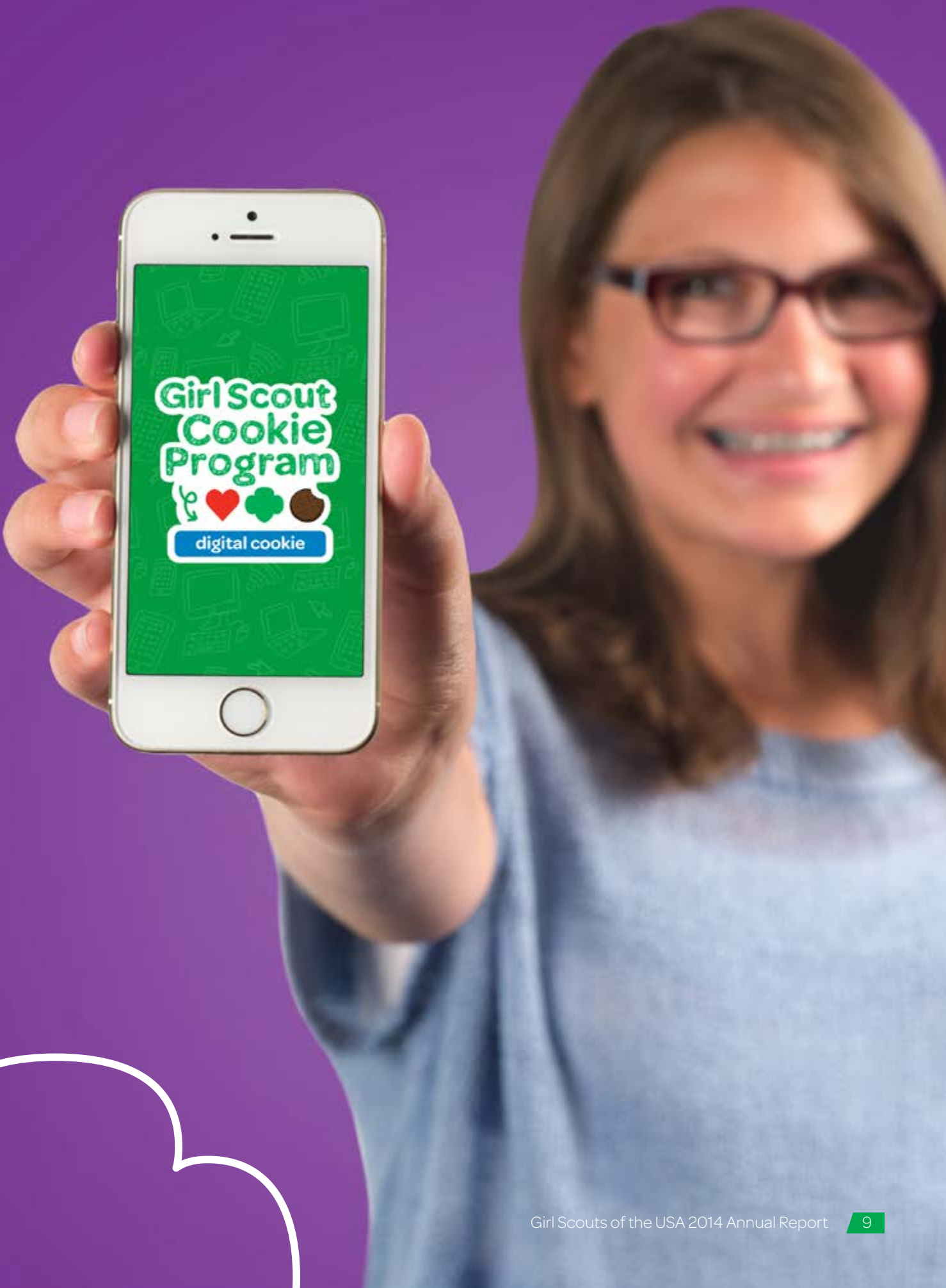
business acumen by purchasing Girl Scout Cookies from any Girl Scout they know in the US.

Launching Digital Cookie was a Movement-wide accomplishment that led to increased engagement with our brand, and related media coverage greatly surpassed our hopes and expectations. Our strategy of allowing Girl Scouts to tell the Digital Cookie story from their perspective was hugely successful: nearly 70 percent of our coverage included messaging around the girl-centric and educational aspects of Digital Cookie. “Digital Cookie” and “Girl Scouts” trended in the number-one spot on Facebook on December 1, 2014, and the program received mention everywhere from morning news shows to *Saturday Night Live* and even *NYC Taxi Jeopardy*. Several networks named Digital Cookie as their story of the day for December 1, and it brought accolades from *Fast Company*, which ranked Girl Scouts among the “World’s Top 10 Most Innovative Companies of 2015 in Not-for-Profit.” Digital Cookie also had a big impact on GSUSA’s online activity, generating unprecedented web traffic to [girlscouts.org](http://girlscouts.org) and [girlscoutscookies.org](http://girlscoutscookies.org).

Most importantly, early reports about Digital Cookie from our chief customer—girls—are heartening. “It allows you to reach customers that you would not reach otherwise,” one Girl Scout told *USA Today*. “It will help me grow as a person and a future businesswoman.”

The majority of Girl Scout councils are participating in Digital Cookie during the 2014–2015 cookie season. We plan to roll out an enhanced “Digital Cookie 2.0” at a growing number of councils in time for the 2015–2016 season, enabling us to reach ever more girls with a program that teaches twenty-first-century skills in twenty-first-century ways, so that they can create, operate, and succeed in both the traditional marketplace and via ecommerce.





# National Girl Scout Cookie Weekend 2014

Building off of the incredible success of National Girl Scout Cookie Day in 2013, we extended the celebration to a full weekend in 2014, hosting National Girl Scout Cookie Weekend in February with events across America and a major push in traditional and social media.

We started things off on Friday morning, February 7, with GSUSA CEO Anna Maria Chávez and a group of Girl Scouts from the Girl Scouts of Greater New York Council opening trading at the NASDAQ Stock Exchange. The action then moved to Grand Central Station, where GSUSA hosted an event with 200 local Girl Scouts, who walked our “green carpet” selling cookies and showcasing the five essential skills they learn through our iconic cookie program.

The goal of National Girl Scout Cookie Weekend is to help communicate the true purpose of the Girl Scout Cookie Program, which helps girls develop the skills they need to become social entrepreneurs, reinvesting their earnings in their communities and, in the process, making the world a better place. Toward that end, we increased our annual cookie sales and revenues in 2014 by 120 percent over 2013. In just one day at Grand Central, the girls of the Greater New York Council sold approximately 10,092 boxes of Girl Scout Cookies, for total revenues of \$40,368.

Nationally, National Girl Scout Cookie Weekend 2014 garnered major earned and social media, with massive coverage on *Good Morning America*, Bloomberg Radio, *The Wall Street Journal*, *Parade*, and the *International Business Times*, among many other media outlets. We



Anna Maria Chávez, GSUSA CEO, along with girls from Girl Scouts of Greater New York Council, open trading at the NASDAQ Stock Exchange.

also hosted a hugely successful “Twitter party,” and our #cookieboss hashtag was a top trending topic on Twitter.

The success of National Girl Scout Cookie Weekend is in large part due to the increasing cross-functionality of our organization and the broader alignment of the Girl Scout Movement, with councils across the country leveraging GSUSA-created toolkits, messaging, and creative assets to get coverage for their troops and communicate the true meaning of the Girl Scout Cookie Program. This year’s National Girl Scout Cookie Weekend was a tremendous event that launched cookie season throughout the country—and that whet the public’s appetite for its next Girl Scout Cookie fix!









# Honoring Our Past in Savannah, Georgia

In March 2014, Girl Scouts brought our CEO Summit—an annual gathering of all 112 Girl Scout councils from across the United States—“home” to Savannah, Georgia. In this special city, our founder, Juliette Gordon Low, was born on October 31, 1860; 52 years later, she created an organization that grew into a powerful Movement dedicated to empowering girls and preparing them for dynamic futures.

Juliette’s values and ideals are enshrined forever in the Girl Scout Promise and Law, and her legacy lives on in the generations of girls and women who have come after her. The spirit of Girl Scouting reflects Juliette’s roots in the South, where love of country is strong, as is commitment to service.

Her ideals—emblematic of the culture of Savannah—have traveled outward from this special place and been infused



throughout our Movement, undergirding our goal of shaping female leaders across the entire world.

In short, Girl Scouts is Savannah—and Savannah is Girl Scouts.

During our time at the summit, we celebrated the birthplace of Juliette Gordon Low in conjunction with the Georgia Historical Society, Girl Scouts of Historic Georgia, and Juliette Gordon Low’s family members, who generously donated a treasure trove of family correspondence, including a great deal about Juliette, to both the birthplace and the Georgia Historical Society. These items will help us preserve and honor the memory of Juliette and all that she stood for, as well as the Movement she started that continues to impact the lives of girls and women across the country and the world.

# Mattel Partnership Launches First-Ever Barbie® Patch

In summer 2013, GSUSA announced a major partnership with Mattel Barbie® that led to the creation of the Barbie® “Be Anything, Do Everything” patch to encourage girls to explore the endless career possibilities available to them.

With upwards of 135 diverse careers under her belt, Barbie® has been a trailblazer for more than five decades.

In the spirit of her aspirational career path and in keeping with Girl Scouts’ proud heritage of helping girls tap into their leadership potential, the “Be Anything, Do Everything” participation patch encourages Girl Scout Daisies and Brownies to explore career choices using the *I Can Be...* activity booklet.

This engaging resource ties the fun girls have playing with Barbie to insights into the careers of today and tomorrow, with plenty of opportunity for discovery along the way. Offered in English and bilingual English/Spanish versions (a first for Girl Scouts), the booklet features many fun

activities geared toward career exploration that girls can enjoy with their families, troop members, and friends; in one, girls pick a GSUSA badge topic and map out all of the interesting careers that relate to that topic. On completion of booklet activities, girls can collect a participation patch to wear on their Girl Scout uniforms.

There’s a digital component to the Mattel Barbie®-GSUSA offerings, with online games and activities that further encourage girls to explore the careers that interest them.

There’s also a digital component to the Mattel Barbie®-GSUSA offerings, with games and activities on GSUSA’s [For Girls](#) website that further encourage girls to explore the careers that interest them.

Through this partnership, Girl Scouts brings a fun new element to girls’ leadership experiences, one that is engaging and interactive and that leverages the appeal of Barbie to inspire the next generation of female leaders. Like Girl Scouts, Barbie is an American icon; together, Girl Scouts and Mattel are teaching girls that their futures are wide open with possibilities and that they can become anything they set their sights on.



# Girl Scouts Go to Washington



A Girl Scout troop from Girl Scouts of Eastern Oklahoma poses with President Barack Obama at the White House Science Fair. In response to the horrible floods in Estes Park, Colorado, these girls built a “flood-proof bridge” model designed to retract automatically when flood conditions are detected.





Girl Scouts at the U.S. Bureau of Printing and Engraving, with Treasurer of the United States Rosie Rios.



Girl Scouts from the Nation's Capital and Central Maryland councils at a brown bag lunch discussion about STEM careers, with EPA Administrator Gina McCarthy and other senior-level female officials.

# Ban Bossy: The Power of Words—and Girls

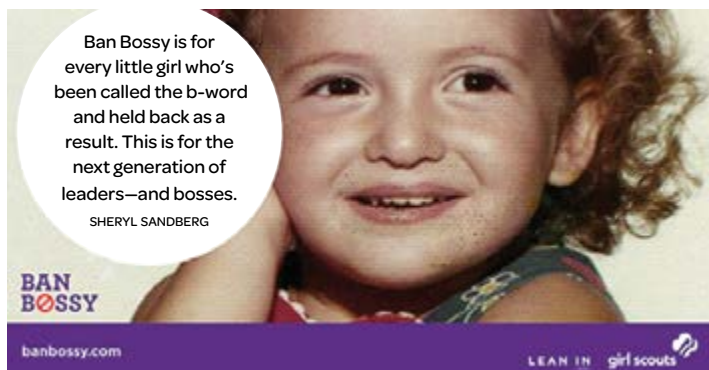
On March 9, together with Sheryl Sandberg and her Lean In Foundation, as well as former Secretary of State Condoleezza Rice and a host of other major figures, Girl Scouts formally launched Ban Bossy, a nationwide campaign to change permanently the words people use to describe bold, assertive girls.


## BAN BOSSY

Girls are nearly 2.5 times as likely as boys to cite fear of being called “bossy” as a barrier to becoming a leader. Ban Bossy wants to change this by encouraging everyone in society—parents, teachers, siblings, peers, and friends—to stop referring to assertive girls by this harmful term. The launch included a cover story in the March 2014 edition of *Parade* magazine, as well as an editorial in *The Wall Street Journal* coauthored by Sheryl Sandberg and Anna Maria Chávez.

Ban Bossy has become a cultural and media phenomenon in both the traditional and social spaces, inspiring an ongoing national dialogue about the leadership potential of girls and the ways in which society can have a negative effect on how they perceive their own potential. The campaign also went viral, with the #banbossy hashtag becoming a number-one trending topic on Twitter, where it trended for three days. On the Girl Scout Facebook page, we gained 6,200 new followers in the wake of the campaign’s launch and there were more than 6,000 shares of the Ban Bossy graphics. Given that the word “bossy” itself registers as negative, it is likely that positive sentiment for the campaign is even higher than this data show.

Ban Bossy was an extraordinary success, positioning Girl Scouts at the forefront of a dynamic and versatile campaign that is both breaking barriers and demonstrating that words have the power to inspire and uplift—as well as to limit the scope of what girls believe is possible. Through Ban Bossy, we are putting girls on the national agenda, engaging adults, media, our national leaders, and girls themselves in a vital dialogue about girls’ leadership potential and the need for us as a society to harness their power and promise for our country’s future.





“Words have power,  
and ‘bossy’ is no exception.  
It’s time to redirect that power  
to girls themselves, so  
that ‘girl’ and ‘leader’  
mean one and the same.”

ANNA MARIA CHÁVEZ,  
GIRL SCOUTS OF THE USA



# Why Girl Scouts?

*Impact by the numbers*

**800,000**

adult volunteers

**112**

councils throughout the United States

**18,000** **94**

Girl Scouts overseas in

countries

Nearly

**2** **5-17**

million girls

years of age

**59**

million living alumnae

Largest member of the World Association of Girl Guides and Girl Scouts (WAGGGS), a global movement comprised of more than

**10**

million girls in

**145**

countries worldwide

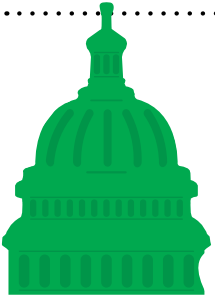
Girl Scouts is the largest leadership organization for girls in the world, with

**2.8 MILLION**  
girl and adult  
members.



**More than  
59 MILLION  
American women**

participated in Girl Scouts during childhood.



Girl Scout alumnae in the world of public service include former Secretary of State Hillary Clinton, former Secretary of State Madeleine Albright, former Secretary of State Condoleezza Rice, and retired Supreme Court Justice Sandra Day O'Connor.



Successful businesswomen who are Girl Scout alumnae include Susan Wojcicki, CEO of YouTube, and Virginia Rometty, CEO of IBM.



The Girl Scout Cookie Program is the largest girl-led business in the world, with Girl Scouts selling about

**200 million**  
boxes of cookies

—nearly \$800 million worth—during each cookie season.

### Digital Cookie

is the first national digital platform in the history of the iconic Girl Scout Cookie Program. This revolutionary enhancement adds a digital layer that expands and strengthens the ways girls learn new skills like online marketing, app usage, and ecommerce.

### FAMOUS Girl Scout alumnae include:

Taylor Swift

Mariah Carey

Gwyneth Paltrow

Katie Couric

Serena and Venus Williams

Plus, virtually every female astronaut who has flown in space is a Girl Scout alumna!



### Girl Scouts helps girls get outdoors!



**97 percent**  
of girls

surveyed in a study of nearly 3,000 fourth- to eighth-grade Girl Scouts said they have done at least one outdoor activity in Girl Scouts during the last year—40 percent did so every single month.

**74 percent**  
of girls

surveyed said they couldn't have done awesome things like archery, horseback riding, or canoeing/kayaking without Girl Scouts.

**29 percent**  
of girls

said they had overcome a fear of the outdoors through their outdoor experiences in Girl Scouts—so cool!

# Membership

State/Area	Girls	Adults	Total
Alabama	20,231	6,701	26,932
Alaska	5,608	1,639	7,247
Arizona	39,058	13,547	52,605
Arkansas	9,226	3,896	13,122
California	194,834	103,685	298,519
Colorado	24,903	9,571	34,474
Connecticut	36,041	16,723	52,764
Delaware	6,549	2,561	9,110
District of Columbia	3,423	988	4,411
Florida	75,320	33,157	108,477
Georgia	53,305	21,135	74,440
Hawaii	2,771	2,188	4,959
Idaho	4,368	2,413	6,781
Illinois	106,709	32,627	139,336
Indiana	51,453	19,200	70,653
Iowa	26,547	7,249	33,796
Kansas	23,692	8,660	32,352
Kentucky	22,318	7,889	30,207
Louisiana	17,648	6,409	24,057
Maine	9,905	4,058	13,963
Maryland	50,096	19,648	69,744
Massachusetts	45,409	19,555	64,964
Michigan	57,669	18,943	76,612
Minnesota	41,634	16,527	58,161
Mississippi	12,437	3,643	16,080
Missouri	60,903	24,083	84,986
Montana	5,408	1,645	7,053
Nebraska	16,766	5,025	21,791

State/Area	Girls	Adults	Total
Nevada	9,566	3,574	13,140
New Hampshire	7,823	3,423	11,246
New Jersey	82,541	40,646	123,187
New Mexico	6,792	2,969	9,761
New York	136,275	50,030	186,305
North Carolina	54,834	21,580	76,414
North Dakota	3,831	1,444	5,275
Ohio	96,453	33,468	129,921
Oklahoma	16,368	5,686	22,054
Oregon	13,435	9,315	22,750
Pennsylvania	88,211	36,592	124,803
Puerto Rico	4,174	1,518	5,692
Rhode Island	5,969	1,838	7,807
South Carolina	20,698	8,053	28,751
South Dakota	4,383	1,880	6,263
Tennessee	26,578	12,308	38,886
Texas	174,098	63,122	237,220
Utah	7,887	3,282	11,169
Vermont	2,637	1,133	3,770
Virginia	65,515	29,906	95,421
Washington	29,930	14,825	44,755
West Virginia	9,006	2,862	11,868
Wisconsin	53,311	16,420	69,731
Wyoming	2,451	975	3,426
Overseas	10,369	5,307	15,676
<b>Total</b>	<b>2,004,520</b>	<b>809,413</b>	<b>2,813,933</b>



## Membership by Racial/Ethnic Group

September 30, 2014

Racial/Ethnic Group	GIRLS		ADULTS		TOTAL		
	2014 Membership	% of Membership	2014 Membership	% of Membership	2014 Membership	2013 Membership	% Change
American Indian	14,198	0.7%	4,302	0.6%	18,500	21,007	-11.9%
Asian American	56,469	2.8%	23,746	2.7%	80,215	81,519	-1.6%
African American	224,187	11.2%	40,633	5.0%	264,820	288,871	-8.3%
Pacific Islander	3,799	0.2%	1,877	0.2%	5,676	6,048	-6.2%
White/Caucasian	1,300,011	64.9%	604,109	73.6%	1,904,228	2,037,339	-6.5%
Multiple races	74,006	3.7%	10,232	1.1%	84,238	83,497	0.9%
Other races	71,895	3.6%	14,403	1.6%	86,298	93,176	-7.4%
Race not reported	11,414	0.6%	3,533	0.7%	14,947	25,288	-40.9%
Chose not to share	248,433	12.4%	106,578	14.4%	355,011	358,099	-0.9%
<b>Total</b>	<b>2,004,520</b>		<b>809,413</b>		<b>2,813,933</b>	<b>2,994,844</b>	<b>-6.0%</b>
Hispanic*	256,573	12.8%	49,714	6.1%	306,287	320,333	-4.4%

\*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, 2014, and 2013:

<u>ASSETS</u>	2014	2013
<b>ASSETS</b>		
Cash and cash equivalents	\$ 12,648,000	\$ 11,996,000
Accounts receivable, net of allowance for doubtful accounts of approximately \$117,000 in 2014 and \$166,000 in 2013	6,031,000	5,516,000
Investment receivables for redemption pending	—	2,303,000
Inventories, net	7,801,000	8,671,000
Prepaid expenses	1,908,000	1,273,000
Investments	141,670,000	135,397,000
Contributions and deferred gifts receivable, net	3,892,000	3,202,000
Funds held in trust for others	653,000	625,000
Property and equipment, net	25,016,000	16,699,000
Total assets	<u>\$ 199,619,000</u>	<u>\$ 185,682,000</u>
 <b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 12,095,000	\$ 8,621,000
Pension liability	30,119,000	28,784,000
Funds held in trust for others	653,000	625,000
Deferred revenues:		
Membership dues	18,407,000	17,320,000
Other	1,946,000	28,000
Total liabilities	<u>63,220,000</u>	<u>55,378,000</u>
 <b>NET ASSETS</b>		
Unrestricted:		
General fund	1,399,000	1,399,000
Pension fund	(34,949,000)	(32,755,000)
Property and equipment	20,754,000	23,550,000
Board designated	102,485,000	95,714,000
	<u>89,689,000</u>	<u>87,908,000</u>
Temporarily restricted	24,394,000	21,067,000
Permanently restricted	22,316,000	21,329,000
Total net assets	<u>136,399,000</u>	<u>130,304,000</u>
Total liabilities and net assets	<u>\$ 199,619,000</u>	<u>\$ 185,682,000</u>

## Consolidated Statements of Activities

For the year ended September 30, 2014, with summarized comparative financial information for 2013:

	Unrestricted	Temporarily Restricted	Permanently Restricted	2014 Total	2013 Total
<b>OPERATING REVENUES</b>					
Membership dues	\$ 40,513,000	\$ -	\$ -	\$ 40,513,000	\$ 34,666,000
Girl Scout merchandise gross profit	21,513,000	-	-	21,513,000	23,608,000
Royalty income	9,445,000	-	-	9,445,000	8,466,000
Gifts, grants, and bequests	2,948,000	5,519,000	-	8,467,000	7,253,000
Training/meeting revenue	3,996,000	-	-	3,996,000	4,584,000
Investment income allocation	3,309,000	1,186,000	-	4,495,000	4,295,000
Other	863,000	22,000	-	885,000	761,000
Total operating revenues	82,587,000	6,727,000	-	89,314,000	83,633,000
Net assets released from restrictions	5,579,000	(5,579,000)	-	-	-
Total operating revenues	88,166,000	1,148,000	-	89,314,000	83,633,000
<b>OPERATING EXPENSES</b>					
Program services:					
Service delivery to local councils	25,474,000	-	-	25,474,000	30,517,000
Program development and training	36,517,000	-	-	36,517,000	38,766,000
Communications	12,437,000	-	-	12,437,000	12,522,000
International services	2,912,000	-	-	2,912,000	2,949,000
Total program expenses	77,340,000	-	-	77,340,000	84,754,000
Supporting services:					
Fundraising	3,248,000	-	-	3,248,000	3,228,000
Management and general	8,906,000	-	-	8,906,000	8,435,000
Total supporting services	12,154,000	-	-	12,154,000	11,663,000
Total operating expenses	89,494,000	-	-	89,494,000	96,417,000
Operating (deficit) surplus	(1,328,000)	1,148,000	-	(180,000)	12,784,000
<b>NON-OPERATING REVENUE, GAINS, AND LOSSES</b>					
Endowment contributions	-	-	968,000	968,000	1,105,000
Change in value of deferred gifts	-	18,000	10,000	28,000	33,000
Change in value of charitable gift annuities	1,000	-	-	1,000	-
Adjustment to Perpetual Trust held by third parties due to clarification of donor intent	-	-	-	-	(711,000)
Contributed advertising revenue	5,480,000	-	-	5,480,000	48,531,000
Contributed advertising expense	(5,480,000)	-	-	(5,480,000)	(48,531,000)
Net investment income in excess of income allocation	5,302,000	2,161,000	9,000	7,472,000	10,143,000
Pension-related (expenses) gains other than net periodic pension cost	(2,194,000)	-	-	(2,194,000)	7,081,000
Total nonoperating revenue, gains, and losses	3,109,000	2,179,000	987,000	6,275,000	17,651,000
Change in net assets	1,781,000	3,327,000	987,000	6,095,000	4,867,000
Net assets, beginning of year	87,908,000	2,106,700	2,132,900	130,304,000	125,437,000
Net assets, end of year	\$ 86,689,000	\$24,394,000	\$22,316,000	\$136,399,000	\$130,304,000

Audited Financial Statements are available at [girlscouts.org/AnnualReport](http://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 2014 (October 1, 2013, to September 30, 2014).

Pledge payments of more than \$1,000 made during fiscal year 2014 are listed in Outright Gifts and Pledge Payments.

Contributions to councils are not included here, but will be published as a supplement to this annual report.

### **\$1,000,000 and above**

Toyota Financial Services\*

### **\$500,000 and above**

Dell\*  
MetLife Foundation  
Trust of Chester and Nancy Shroyer

### **\$100,000 and above**

Anonymous (1)  
AT&T Corporation  
The Jessie Ball duPont Fund  
Herford N. Elliott Trust  
Google\*  
Harriette Hersch Revocable Family Trust  
IRR/Sun Trust  
Motorola Solutions Foundation  
Nestlé USA, Inc.\*  
The Noyce Foundation  
Unilever/Dove\*  
Walgreens Company Cause Marketing

### **\$50,000 and above**

Fowler Family Fund II  
The Kappa Delta Foundation  
James Annenberg La Ve a Charitable  
Foundation  
Shell Oil Foundation  
United Technologies Corporation

### **\$25,000 and above**

Anonymous (1)  
BlackRock Financial Management, Inc.  
The Arnold W. and Alice R. Carlson  
Charitable Fund  
Great American Opportunities  
Hogan Lovells  
Jo-Ann Fabric and Craft Stores  
KPMG's Community Giving Campaign  
James Annenberg La Ve a  
The Ambrose Monell Foundation  
The New York Community Trust  
Palmer & Cay, Inc.  
Cynthia B. Thompson

### **\$10,000 and above**

Norman G. Aehle Charitable Remainder  
Trust  
Jenny Alonzo  
Dianne Belk and Lawrence Calder  
Chloe Curtis-Cherkassky 2012  
Irrevocable Trust  
Charles W. Fowler & Nona J. Fowler  
Family Fund  
Jennifer Grancio  
Michael Ippolito  
Carole S. McConnell  
MDC Partners

Pat S. Moderi  
New England Woman's Leadership  
Institute  
The Nielsen Company  
Nancy A. Reardon  
Viacom International Inc.

### **\$5,000 and above**

Calvert Asset Management Company, Inc.  
Linda Descano  
The Dinardo Trust of 2003  
Jeanmarie Grisi  
Kenneth H. Kirschner  
Polly Annenberg Levee Charitable Trust  
McDonald's Corporation  
Charles D. McLane  
Norr Fund, Inc.  
Estate of Thomas C. Pangborn  
PLUS Foundation  
Doris N. Riehm  
Estate of Bjern Tintle  
The Walt Disney Company  
Sharon Wibben  
Katherine L. Worthen  
Zions Bancorporation

**\$1,000 and above**

Avadhesh K. Agarwal  
Joseph F. Altieri  
Susan L. Anderson  
Estate of Lois Dorothy Blais  
Daniel M. Boockvar  
Vanita Boswell  
Tom Bressan  
Thomas A. Burt  
Debra Byrne-Mathews  
Ken Casey  
Charity Gift Certificates  
Anna Maria Chávez  
Steven Clark  
Catherine M. Coughlin  
Julia W. Dawson  
Cynthia Eubank DiLeo  
Nadine Ellerthorpe  
Exxon Mobil Foundation  
Family Heritage Life Insurance  
Company of America  
Linda P. Foreman  
Virginia Fulton  
Lisa Gable  
Valerie Gilford  
Dorothy M. Goodykoontz  
Sarah Gormley  
Katherine O. Haile  
Charles T. Hall  
Jessie F. Hallett Charitable Trust  
Malika Harrison  
Stephen Henderson  
Harriet Paulk Hessam  
Barbara A. Hill  
Frederic S. Hirschler Charitable Trust  
Alice Hockenbury  
Estate of Mary Lou Hopkins  
Lonnie Humphries  
Madelyn P. Jennings

Elizabeth D. Jett  
Katherine K. Keena  
Matthew Koenings  
Barbara Krumsiek  
Leopold's Ice Cream  
Leung Family Advised Fund of the  
Lincoln Community Foundation  
Mary E. Levey  
Rori Lindo-Britton  
Gina Longo  
Gabrielle Love  
Wonya Y. Lucas  
Macmillan Publishers  
Mailable Haven, LLC  
Diane McCann  
Testamentary Trust of Carey A.  
McCormick  
Lisa W. Miller  
Nadene Minear Revocable Trust  
Loretta Miramontes  
Nancy Moeller  
Charles F. Noyes  
Angela R. Olden  
Old Town Trolley Tours of Savannah  
Ingrid Olsen  
Gladys Padro-Soler  
Estate of John C. Pangborn  
Kelly Parisi  
Dannis Pasznik  
Payless Shoes  
PBNJ Tours  
Elizabeth Perez  
Mary Louise Petersen  
Premiere Speakers Bureau  
Margaret Renwand  
Jennifer Rochon  
Meredith Sarkees  
Judy L. Schoenberg  
Michael R. Serfass

The Melvin R. and Irene M. Sheffer Trust  
Lisa Sorbie  
StayinSavannah.com  
Stop & Stor Charitable Fund  
Susan E. Swanson  
Deborah G. Taft  
Davia B. Temin  
TisBest Philanthropy  
Virge Trotter  
Valerie Trudeau  
The United Methodist Church – Missouri  
Annual Conference  
Richard Usher  
Mary J. Veverka  
Joan and William Wagnon  
William H. Warner Memorial  
Warren and Honor Wass  
Carol Watters  
Jennifer Watts  
Peg Yorkin

\*Giving represents fiscal year 2014 commitment only and does not include overall, multi-year commitments made to Girls Scouts of the USA.

## OUTRIGHT GIFTS AND PLEDGE PAYMENTS

Girl Scouts of the USA acknowledges those who made outright gifts or pledge payments of more than \$1,000 in fiscal year 2014 (October 1, 2013, to September 30, 2014).

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AT&T Corporation  
Mattel, Inc.  
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Toyota Financial Services

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The Noyce Foundation  
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Steven F. and Joan F. Gilliland  
Jennifer Grancio  
Michael Ippolito  
Connie L. Lindsey  
Carole S. McConnell  
MDC Partners  
Pat S. Moderi  
New England Woman's Leadership Institute  
The Nielsen Company  
Nancy A. Reardon  
Manisha Thakor  
Viacom International Inc.

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The Dinardo Trust of 2003  
Jeanmarie Gris  
Kathy Hopinkah Hannan

Kenneth H. Kirschner  
Yvonne Leung  
Polly Annenberg Levee Charitable Trust  
Sharon H. Matthews  
McDonald's Corporation  
Charles D. McLane  
Marjorie Motch  
Norr Fund, Inc.  
Estate of Thomas C. Pangborn  
PLUS Foundation  
Doris N. Riehm  
Estate of Bjern Tintle  
The Walt Disney Company  
Sharon Wibben  
Katherine L. Worthen  
Cyma Zarghami  
Zions Bancorporation

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Jenny Alonzo  
Susan L. Anderson  
Estate of Lois Dorothy Blais  
Daniel M. Boockvar  
Vanita Boswell  
Tom Bressan  
Thomas A. Burt  
Debra Byrne-Mathews  
Ken Casey  
Charity Gift Certificates  
Anna Maria Chávez  
Steven Clark  
Catherine M. Coughlin  
Creative Artists Agency

Julia W. Dawson  
Nadine Ellerthorpe  
Exxon Mobil Foundation  
Family Heritage Life Insurance Company  
of America  
Linda P. Foreman  
Virginia Fulton  
Lisa Gable  
Valerie Gilford  
Dorothy M. Goodykoontz  
Katherine O. Haile  
Charles T. Hall  
Jessie F. Hallett Charitable Trust  
Malika Harrison  
Stephen Henderson  
Barbara A. Hill  
Frederic S. Hirschler Charitable Trust  
Alice Hockenbury  
John Hom  
Estate of Mary Lou Hopkins  
Lonnie Humphries  
Madelyn P. Jennings  
Elizabeth D. Jett  
Katherine K. Keena  
Matthew Koenings  
Barbara Krumsiek  
Leopold's Ice Cream  
Mary E. Levey  
Rori Lindo-Britton  
Wonya Y. Lucas

Macmillan Publishers  
Mailers Haven, LLC  
Mary Rose Main  
Diane McCann  
Testamentary Trust of Carey A.  
McCormick  
Lisa W. Miller  
Nadene Minear Revocable Trust  
Loretta Miramontes  
Nancy Moeller  
Debra Nakatomi  
Charles F. Noyes  
Old Town Trolley Tours of Savannah  
Ingrid Olsen  
Estate of John C. Pangborn  
Dannis Pasznik  
Payless Shoes  
PBNJ Tours  
Mary Louise Petersen  
Premiere Speakers Bureau  
Jennifer Rochon  
Meredith Sarkees  
Judy L. Schoenberg  
Michael R. Serfass  
The Melvin R. and Irene M. Sheffer Trust  
Lisa Sorbie  
Joseph P. Spang  
StayinSavannah.com  
Stop & Stor Charitable Fund  
Susan E. Swanson

Deborah G. Taft  
Davia B. Temin  
TisBest Philanthropy  
Virge Trotter  
Valerie Trudeau  
The United Methodist Church - Missouri  
Annual Conference  
Richard Usher  
Mary J. Veverka  
Joan and William Wagnon  
Warren and Honor Wass  
Carol Watters  
Jennifer Watts  
William H. Warner Memorial  
Peg Yorkin

## **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 2014 Honor Roll of Donors includes gifts made between October 1, 2013, and September 30, 2014. 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 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.*



## JULIETTE GORDON LOW SOCIETY

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.

### Girl Scouts of the USA

Anonymous (1)	Norma Forbes	Carol Norr
Barbara L. Alderson	Linda P. Foreman	LaRae Orullian
Penny Anderson	Marcia J. Forsythe	Bette J. Peltola, Ph.D.
Becky L. Barnett	Rhonda Bingham Frascotti	Mary Louise Petersen
Arlene Bartlow	Linda L. Freiburger	Betty and Richard Pilsbury
Beckman-Matsui Family Fund at the Rancho Santa Fe Foundation	Michéle A. Gariépy	Arthur G. Platt
Dianne Belk** and Lawrence Calder	Kathleen M. Genaitis	Connie and Bill Polley
Shirley A. Biber	Janann H. Giles	Dr. Doris Ponitz
Eugenia B. Bishop	Catherine M. Guenzel	Lois V. Purgalis
Barbara Bowling	Phyllis H. Heller	Helen Hilton Raiser
Dr. Karen A. Bremberg	Marian Herz	Nancy H. Richardson
Ellen Brooks	Harriet Paulk Hessam	Doris Riehm
HelenRuth Burch	Frances R. Hesselbein	Beverly L. Robbins and Jean A. Wayman
Evelyn Burger	Ann M. Horner	Mrs. Mary P. Roberts
Sally Butters	Myrlene M. Jones	Peggy Fedeler Roit
Gloria J. Cecil	Julie Kammerer	Loa Russell
Kathy Cloninger and Mike Williams	Ellie Kazuk	Cherie Sawinski
Carol Mayo Cochran	Pauline R. Kezer	Sue G. Schreiber
Nancy C. Cochran	Sally Anne S. Kinsey	Maxine E. Schultz
Patricia Carroll Compton	Carole Krupa	Sandy Stieber-Goatz Short
Lorna Olson Cooper	Diana Warren Kubick	Barbara P. Sirvis
Kay Craig	Peter C. and Laura P. Lane	Margaret P. Sirvis
MaryLee Davis	Anita Lea	Karen J. Stay
Donna M. Decker	Susanne and Jim Lenz	Patricia Stouch-Heyman
Patricia Diaz Dennis	Rori Lindo-Britton	Rita E. Sundberg
Cynthia Eubank DiLeo	Connie L. Lindsey	Katherine Tamer
Donna M. Dolce	Anna Lee Kahn Liverman	Sandy Taylor
Carol Eberly	Jane L. Ludwig	Davia B. Temin
Rosie Elder	Mary Rose Main	Cynthia B. Thompson
Carol Elfant	Katie McCollom	Jan Hopkins Trachtman
Pam "Priscilla" Ellis	Tim McGookey	Valerie Trudeau
Anne H. Eustis	Barbara Melgaard-Grissen	DeeDee Shrum Wacksman
Suzanne Evanoff	Lydia Minter	Roderic Walter
Joanna M. Fara	Pat Moody	Anton P. and Phyllis A. Willerscheidt
Drs. Ellis and Phyllis Finger	Marjorie Motch	Susan A. Williams
	Stephen R. and Mary Lynn Myers	Brooke Wiseman
	Judy Nagel	

# Leadership (FY2014)

## Founder

Juliette Gordon Low

## Honorary President

Michelle Obama

## Officers

Connie L. Lindsey  
National President, Illinois

Davia B. Temin  
First Vice President, New York

Susan P. Peters  
Second Vice President, Connecticut

Debra Nakatomi  
National Secretary, California

Joan Wagnon  
National Treasurer, Kansas

Sharon H. Matthews  
International Commissioner, North Carolina

Anna Maria Chávez  
Chief Executive Officer, Central Office<sup>1</sup>

Angela Olden  
Chief Financial Officer, Central Office<sup>1</sup>

<sup>1</sup>Member ex officio of the National Board of Directors, without vote

## National Board of Directors

Sylvia Acevedo, California  
Jenny Alonzo, New York  
Catherine M. Coughlin, Texas  
Linda Descano, New Jersey  
Brenda Freeman, California  
Lisa Guillermin Gable, Virginia  
Mónica Gil, California  
Steven F. Gilliland, Texas  
Jennifer Grancio, California  
Jeanmarie C. Grisi, New Jersey  
Kathy Hopinkah Hannan, Illinois  
Pat Harris, Illinois  
John Hom, New Jersey  
Ingrid Saunders Jones, Georgia  
Barbara Krumsiek, Maryland  
Wonya Lucas, New Jersey  
Karen A. Maloney, New Jersey  
Mitchell A. Martin, Georgia  
Charles D. McLane, Jr., Florida  
Nancy Reardon, South Carolina  
Patricia Bowe Romines, Oklahoma  
Manisha Thakor, New Mexico  
Sharon I. Wibben, Arkansas  
Katherine Worthen, Michigan  
Cyma Zarghami, New York<sup>2</sup>

<sup>2</sup>resigned January 29, 2014

## National Board Development Committee

Patricia Romines, Chair, Oklahoma  
Jenny Alonzo, New York  
Brenda Freeman, California  
Mónica Gil, California  
J.D. Hokoyama, California  
Ilene H. Lang, New York  
Cynthia B. Thompson, Ohio<sup>3</sup>

<sup>3</sup>appointed December 2013

## Administration

Anna Maria Chávez,  
Chief Executive Officer

Angela R. Olden  
Chief Financial Officer

Deborah G. Taft  
Chief Development Officer

Daniel Boockvar  
Chief Customer Officer

Nhadine Leung  
Chief Governance Officer

Maggie Miller  
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](http://girlscouts.org)

