



GIRLS CHANGE  
THE WORLD 

# Stewardship Report

2014 National Council Session/53rd Convention  
Calvin L. Rampton Salt Palace Convention Center  
October 16–18, 2014: Hall of Experiences  
October 16–19, 2014: Convention





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**TAKE ACTION** 

**GIRLS CHANGE THE WORLD**

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

**National President**

Connie L. Lindsey

**Chief Executive Officer**

Anna Maria Chávez

**GIRLS CHANGE  
THE WORLD **

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# To the Members of the National Council

## To the Members of the National Council:



Connie L. Lindsey  
National President

Three years ago, we came together in Houston to celebrate our 100th anniversary. Soon after, we launched “ToGetHerThere,” the cause campaign for girls. These events served as platforms for raising the profile of Girl Scouts, bringing the message of girl leadership and service to every zip code in the country and beyond. Since then we have begun to build our national organization’s capacity to deliver on our mission for girls by engaging more than 10,000 girls, volunteers, and staff across the country to join us in this work. In October 2013 we formally launched a more nimble and customer-centric GSUSA that will serve our Movement in exciting new ways.

Over the past three years we also invested in reaffirming Girl Scouts as one global Movement united for girls. We have made significant strides toward this goal by establishing the technology infrastructure that will bring us together and enable us to communicate more effectively and efficiently with each other; building our capacity to support councils in the areas of fund development, marketing, and communications, with strong national campaigns that are readily adaptable regionally and locally; and recruiting new leadership with the expertise to identify opportunities for collaboration and continued growth.



Anna Maria Chávez  
Chief Executive Officer

As we enter our second century of service, we are committed to making significant investments in our people and infrastructure to enhance the quality of the Girl Scout experience for girls. In addition, we will continue our work to reach a broader audience and position Girl Scouts as the authority on girls and girl leadership in the country. However, our membership, which started declining ten years ago, continues to shrink. While we are confident that the transformational changes we have initiated with your input have the potential to reverse this trend, each of us, and all of us together, must ensure that we are “all in” if we are to thrive as a Movement and grant more girls, including those who need us most, the unparalleled leadership experience that is the very heart of Girl Scouts. We must, in true Girl Scout fashion, link arms, intentions, and actions, and speak with one unified voice to serve and grow our Movement.

This next triennium brings with it a remarkable centennial—that of the Girl Scout Gold Award in 2016. As we commemorate this amazing anniversary, we must also look ahead to the future of our Movement, and continue to “discover,” “connect,” and “take action” as we embrace innovation, engage in creative and critical thinking, leverage our networks for the good of all girls, and share our insights with one another. Let us work courageously and confidently, moving at the speed of girl to reach more girls with programming that is relevant and helps them become leaders in their own lives and the world. Together, our impact is profound and our purpose is clear: to make real the possibility of a bright future for every girl by championing investment in girls and their awesome potential to change the world.

We thank you for accepting the call to continue this journey of investing in and serving girls. The future of female leadership depends on it. And remember: you have the strength of an entire Movement behind you.

Yours in Girl Scouting,

**Connie L. Lindsey**  
National President

**Anna Maria Chávez**  
Chief Executive Officer



# Executive Summary

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**This report is divided into two sections: an overview that situates our work over the last triennium in the context of the Movement-wide transformation begun in 2005, and an outline of our major accomplishments as they relate to the strategic priorities behind our work. You will read about the initiatives we have spearheaded to elevate and enhance the Girl Scout experience for all involved, including:**

**Customer Focus Forward to better serve our girls.** Exemplifying true Movement-wide collaboration, more than 10,000 individuals joined this dedicated effort to evolve our national organization's work culture and structure to better support the girls we serve, our volunteers, and our staff (both at councils and the national office).

**Movement-wide technology investments to enhance our ability to deliver for girls.** We hired our first national chief information officer and, with substantial input from the field, developed our Movement's first nationwide technology strategy. At the heart of this strategy is the intent to streamline communications and operations so that staff, volunteers, and girls can spend less time dealing with administrative functions and more time with people. Out of this push for innovation emerged our two largest national initiatives that promise to transform the volunteer and girl program experience in the coming triennium and beyond.

- **K–5 Customer Engagement Initiative.** Working hand in hand with councils across the country, we developed a three-pronged strategy consisting of Volunteer Systems, the Volunteer Toolkit, and a supporting national web platform to help our Movement turn the corner on declining membership. The work behind our K–5 initiative, which will continue into the next triennium, will make it easier—and more fun!—to volunteer with Girl Scouts, and to be a part of our Movement for girls. This promising work has been fully tested and rolled out at one council, with many more councils scheduled to adopt the new technology and systems over the next triennium.
- **Digital Cookie.** This marks an important step into the next phase of the Girl Scout Cookie Program, through which our girls will learn financial literacy and reach more people with our message about investing in girls in the digital age. Being implemented in councils across the country during the next cookie season, this initiative is driving significant business learnings that will have a profound effect on the future of our cookie program and our ability to engage more girls.

**Reaching Hispanic girls and families.** We began to focus on reaching and serving our growing Hispanic population, an effort that has included the development of a website, videos, and other materials targeted to Hispanic girls and adults; translation of many of our key program resources (including *The Blue Book of Basic Documents*, which contains our Girl Scout Constitution, bylaws, and policies) into Spanish; and local and national leadership delivering speeches in Spanish at key events. Our councils are pioneering many innovative programs to reach this important demographic, as well as other demographics that offer significant opportunities for Girl Scouting. Our national organization will be able to build upon and help councils replicate and scale these successful programs as we enter our next triennium of serving girls.

**Thought leadership and cutting-edge research.** We are committed to maintaining our position as the premier source of information about and voice for girls in this country. In the recent triennium, the Girl Scout Research Institute (GSRI) released a series of important reports that garnered national media and policy attention, including *The State of Girls: Unfinished Business*, a first-of-its-kind study that provides a truly comprehensive look at girls' leadership and healthy development in the United States today. We were invited to share our findings at the first-ever White House Research Conference on Girls, an event that Girl Scouts helped organize and lead. The GSRI also completed two landmark alumnae research studies that will guide our work for years to come, one of which showed that women who were Girl Scouts as youth fare better than their non-Girl Scout counterparts in several important areas of their lives.

# Executive Summary

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**Creating a new national Core Business Strategy.** Our national organization launched our Movement’s first full “Strategic Learning” process since 2004. Strategic Learning is our way of engaging stakeholders across the Movement and throughout communities in a data-driven planning process that sets our longer-term strategic priorities at the national and local levels. At the 2014 CEO Summit, this year’s National Strategy Team presented our transformational three-to-five-year national strategic priorities, which were accepted by the National Board in May 2014 as our new Core Business Strategy for 2015–2018.

**ToGetHerThere: Invest in Girls. Change the World.** We delivered a refresh of our \$1 Billion Campaign, now formally linked with our “ToGetHerThere” platform, so that we are telling the same powerful story across our Movement about why girls matter. This data-driven, customer-friendly campaign will change the way society thinks about the value of girls and the critical role Girl Scouts and each of us must play in building our country’s future together through supporting girls’ journeys. Bolstered by high-quality, customizable materials, this robust campaign will dramatically improve our national and council capacities to raise funds for girls. We expect to surpass \$430 million in contributed campaign revenue by the end of this triennium.

**You will also read about the exciting, front-and-center programs and campaigns we launched in the last triennium, all of which demonstrate what we can achieve when we come together as a unified Movement for girls. These include:**

**Obtaining pension relief for Girl Scout councils.** Our national organization partnered with councils and Girl Scout supporters nationwide to ease the financial burden stemming from the liability in the National Girl Scout Council Retirement Plan. More than 2,300 supporters of our Movement sent messages to their respective members of Congress through our Girl Scout Advocacy Network, and councils held upwards of 100 meetings with members of Congress to garner support. In March 2014, when President Obama signed into law H.R. 4275, a relief package unanimously passed by Congress that will smooth out council contributions to the retirement plan over the next three years, we knew we had our deeply unified efforts to thank.

**“I can’t wait to” national recruitment campaign.** We launched the “I can’t wait to” recruitment campaign in 2013, focusing on K-5 girls and their caregivers, and potential volunteers. This recruitment campaign is all about that “can-hardly-sleep-because-you’re-waiting-for-the-next-day” feeling; from the words to the visuals, it is designed to show girls and adults that with Girl Scouts they will always have something to get excited about. The campaign idea was developed by Interbrand, co-designed with council partners, supported by extensive market research, and rigorously girl-tested, and today is being implemented by over 100 Girl Scout councils. Multiple promotions were implemented in our first year, including a PR/earned media campaign, volunteer referral effort, and a Facebook advertising campaign targeting volunteers, and we look forward to leveraging the campaign in year two and inviting even more new members to join the fun.

**National Girl Scout Cookie Day/Weekend.** In February 2013 we celebrated our first-ever National Girl Scout Cookie Day in cities across the country, with extensive council, girl, and volunteer contribution and participation. It was such a success—and so much fun—that we extended it to an entire weekend in 2014, supported by a social media campaign that garnered some 400 million impressions on Facebook and Twitter alone. Together as a Movement, we built a national platform to share the purpose of the Girl Scout Cookie Program, to empower girls in the areas of goal setting, decision making, money management, people skills, and business ethics, all of which will serve them throughout their lives.

**As the demographic and political realities of our nation have shifted over time, the Girl Scout Movement has had to transform—to adjust, keep pace, and revitalize itself in order to remain a place where girls can thrive, where their talents can be cultivated, and where their leadership potential can flourish. Our work together over the last three years exemplifies this, increasing our capacity to move at the speed of girl and deliver on our promise through the next 100 years.**





# Part One: State of the Movement

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## A Movement Engaged: The State of Girl Scouts in 2014

The past ten years have been about working together in the spirit of Girl Scouting to become a stronger, more flexible, and more innovative organization for girls, and we made significant strides to this effect in the past triennium. In 2005 we took up the challenge of transforming Girl Scouts for a new century of girl leadership. Since then, we have course-corrected, established and achieved ambitious goals, and set our Movement's current course, finding ever more opportunities to link arms and co-create solutions in the interest of our ultimate priority—girls.

## From Realignment to a Centennial Convention (2005–2011)

Nine years ago, we undertook an unprecedented planning process around a shared vision: that Girl Scouts would provide girls with the best leadership development experience in the world. We defined our Core Business Strategy and laid out a plan and timeline to get us there. Since then, and through our 100th anniversary convention in Houston, with significant contribution from across the Girl Scout Movement:

- We realigned 314 councils of varying size and capacity into a national network of 112 councils with higher capacity for serving girls.
- We created and launched the Girl Scout Leadership Experience (GSLE) nationwide, which engages girls in discovering themselves, connecting with others, and taking action to make the world a better place.
- We began implementing Girl Scout “pathways,” expanding the ways girls can participate in Girl Scouts.
- We developed and launched nationwide brand campaigns to remind the public of the critical importance of Girl Scouts, including a special campaign targeting Hispanic communities.
- We built the foundation of our 100th anniversary fundraising campaign and sustainable fundraising strategies for the Movement, and prepared to usher in Girl Scouts' second century of unparalleled girl service in 2012.
- We undertook a refresh of our Core Business Strategy. The update confirmed the original vision, mission, and winning proposition of the strategy set in 2005. From this 2010 refresh emerged the following strategic priorities for 2012–2016, which guided our work through the recent triennium:
  - **Membership.** Reach more girls, engage more adults.
  - **Program and outcomes.** Grow girl leadership.
  - **Brand and thought leadership.** Increase relevance and value of the Girl Scout brand so girls are inspired to join and donors are inspired to contribute. Ensure Girl Scouts is widely recognized as the expert on girls.
  - **Fund development.** Build our philanthropic capacity.
- We also stressed **technology** as an organizational imperative, taking a quantum leap forward to advance the Girl Scout mission and achieve the strategic priorities.

# Part One: State of the Movement

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## Celebrating a Century of Service (2011–2012)



Following 2011's blockbuster National Council Session, at which our then-newly appointed national CEO Anna Maria Chávez declared 2012 the "Year of the Girl," Girl Scouts of the USA and all 112 Girl Scout councils mobilized for our centennial. That year saw our entire Movement pivot externally to welcome its second century of girl service, and to ensure the world knows the power of Girl Scouting today.

We supported our leaders in many communities, starting with Pasadena's Tournament of Roses Parade on New Year's Day, a rallying event followed by the launch of ToGetHerThere, the largest, boldest advocacy and fundraising cause campaign dedicated to girls' leadership in the nation's history. We capped our 2012 birthday week with a widely attended gathering at the Mall of America and a special "green lighting" of the Empire State Building on our actual birthday, March 12. We also rang the opening bell at NASDAQ, dedicating the occasion to a century of building strong girl leaders, and co-hosted with our Georgia councils a series of commemorative events with thousands of participants in Savannah, birthplace of the Girl Scout Movement, including a deeply moving ceremony at the gravesite of our founder, Juliette Gordon Low.

Then, June brought us Rock the Mall, with 300,000 girls and alums singing on the National Mall in Washington, D.C., in honor of 100 years of developing girls of courage, confidence, and character; July found us at the incredibly inspiring Girls' World Forum (see page 13); and in September/October Girl Scouts traveled from far and wide to the Texas State Fair in Dallas for a stunning exhibit of our Movement through the century and to help us unveil designs for our 2013 Girl Scouts of the USA Centennial Silver Dollar (see page 14).

It was a proud and stirring year for our Movement, as we celebrated our standout history and embraced the start of our next 100 years of delivering for girls—and for a world that has everything to gain from their full participation as leaders.

## Customer Focus Forward: Setting Our Sights on Better Service (2012–2013)

Despite Movement-wide commitment to the strategic priorities and better-equipped councils post-realignment, our 2010 strategy refresh made it clear to us that we continued to wrestle with some of the same deeply rooted challenges that have been with us for years. These issues include the failure to achieve our goal of reaching more girls and engaging more adults; not coming through for our volunteers interested in a less time-intensive, easier, and more fulfilling Girl Scout experience; and not effectively meeting our councils' needs, especially in areas of technology and support for implementing our girl-led leadership model.



# Part One: State of the Movement

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Enter Customer Focus Forward, a comprehensive initiative undertaken in May 2012 to realign our national organization to best serve our customers—girls, volunteers, and staff—and demonstrate leadership on the issues that continue to challenge us. We engaged more than 10,000 people from across the Movement, gleaning valuable insights about the capabilities most needed by our national organization if we are to, as a Movement, make good on our promise to girls.

We recruited executive leadership—a chief customer officer, chief information officer, general counsel, chief governance officer, chief development officer, and chief financial officer, among others—who we knew would be customer-centric and deliver optimally to councils, volunteers, and girls. We also implemented a council-wide leadership engagement strategy and have since been inspired and invigorated by the creativity of our council colleagues, not to mention thoroughly impressed by what can happen when we co-create as One Movement for Girls.

Buoyed by the Customer Focus Forward transformation, we are becoming the kind of agile organization we need to be in order to deliver on our strategic priorities and ambitious goals for girls. And while deep change takes time and commitment and some hiccups are to be expected along the way, we have instituted customer satisfaction measures to ensure that what we are doing is working for our Movement. The feedback we have received to date is truly encouraging.

## Girl Scouts' 2015–2018 Core Business Strategy (2014)

This year, we undertook our first comprehensive national strategy-setting process since 2004, the year we launched our ongoing transformation, realigning our 312 Girl Scout councils into 112 and creating the more formal, outcome-driven, and impactful Girl Scout Leadership Experience curriculum. We have no doubt that big things will come of our Movement's 2014 work to set new strategic priorities and co-create our future.

Our National Strategy Team was a select group made up of 40 individuals, including National Board members, council CEOs and other council staff, national staff, and outside experts. Based on feedback from and research about girls, parents, and volunteers; external trends and future forecasting with regard to education, nonprofits, youth, and volunteerism; and team members' own diverse experience and expertise, the National Strategy Team developed critical insights that led to the 2015–2018 National Core Business Strategy for reaching more girls, which includes the following strategic priorities that were shared with council CEOs in March 2014, and confirmed and approved by our National Board in May 2014.

- **Identity, core purpose, and delivery system.** Agree as a Movement on our core values and purpose, and then align our operational model to deliver on our mission for girls.
- **Girl Scouts' network alignment.** Define our partnership, align our operations, and clarify the roles and responsibilities among councils and the national organization.
- **Financial model.** Develop and implement a sustainable financial model to support the mission.
- **Volunteer experience.** Define and support the volunteer experience that will enable us to recruit and deliver the best Girl Scout Leadership Experience to girls.
- **Knowledge management.** Increase our capacity to capture and share consistent and timely Movement-wide data and information, and to ensure that knowledge drives decision making.

# Part Two: Accomplishments by Strategic Priority

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## Membership and Programming

Over the last triennium, program, membership, and volunteerism teams Movement-wide worked together to determine the key customer markets on which our national organization needed to focus to deliver for girls. We know we need to significantly improve the girl, caregiver, and volunteer experiences in Girl Scouting if we are to truly turn the corner on declining membership and build sustainable practices for the future. The following investments and accomplishments illustrate how we have been answering this call to action.

### Enhancing the Volunteer (and Girl) Experience Through the K-5 Customer Engagement Initiative

Volunteers are critical to our Movement's success in reaching girls and changing lives, and we know that there are tens of thousands of girls on waitlists across the country who want to become Girl Scouts. However, we simply do not have the volunteers to serve them, which is a critical factor in our membership decline.

This triennium we resolved to do something big to make it easier, not to mention more meaningful and more *fun*, to be a volunteer, and to be a Girl Scout and Girl Scout caregiver as well. That "something big" is the work behind our K-5 Customer Engagement Initiative, which is leveraging technology to make participation in Girl Scouts seamless and more satisfying through our "Volunteer Systems and Toolkit" and a supporting national web platform. This nascent yet transformational effort will enhance our ability to support the adults in our Movement as they work to serve girls, and to reach and bring in new adults.

The design of our K-5 initiative owes a great deal to the dedicated involvement of our Movement colleagues. This triennium we convened more than 1,200 staff and volunteers from across the country for a series of conferences about recruitment strategy, and at our 2013 annual meeting in Phoenix, CEOs and COOs across councils validated our approach. Indeed, with input from councils and volunteers, we have built a powerful national web platform that will allow councils to populate their own recruitment sites with "plug and play" national content or with local content. This in turn will ease the burden and expense of operating local platforms, freeing up staff so that they can work directly with volunteers to help shape powerful adult leaders for our girls. The Volunteer Toolkit component of our initiative will serve as a communications hub for volunteers and caregivers, featuring troop meeting plans, a "parent's view" so that caregivers can follow what girls are doing, and communication tools enabling, for instance, Brownie leaders to talk with other Brownie leaders.

In 2014, we identified a proof-of-concept council, invited thought-leaders representing the diversity of our 112 councils to guide design, and began rollout of the K-5 Volunteer Systems and Toolkit. Many more councils have committed to implementing Volunteer Systems over the next year, and we cannot wait to introduce more of our Movement to an easier, more effective, more *fun* Girl Scout recruitment (and retention) experience over the next triennium.

Another product of our co-created K-5 initiative is the "I can't wait to" national recruitment campaign, our first campaign focused specifically on K-5 girls and the adults who serve them. After gathering extensive feedback from councils, volunteers, and girls and their caregivers, we launched "I can't wait to" in the summer of 2013, and it has been a key catalyst in recruiting upwards of 61,000 new girl and adult members. At least 90 percent of councils have implemented the campaign, and "I can't wait to" materials are bilingual (English and Spanish) as part of our larger effort to ensure we are reaching the nation's fastest-growing demographic.

We are confident that through our K-5 customer engagement work, we are delivering critical recruitment strategy and digital tools that will vastly improve the quality of the volunteer—and girl—experience in Girl Scouts. When fully implemented, the tools will give volunteers everything they need at their fingertips, with our systems and program



# Part Two: Accomplishments by Strategic Priority

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materials accessible via mobile devices, tablets, and desktops. Administrative tasks will be handled in a fraction of the time, translating to more time for volunteers to do what they came to us to do—connect with girls.

## Digital Cookie—Meeting Our Girls Where They Are

We know girls love selling cookies, as more than 75 percent of Girl Scouts choose to participate in the Girl Scout Cookie Program during cookie season. In fact, our strongest and most iconic leadership program for girls is built around our cookie program, the largest girl-run business in the world.

With the introduction of our Digital Cookie initiative, we are seizing 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 the platform on which we are building our capacity to meet girls and volunteers where they are; it will significantly modernize our time-honored cookie program, ushering this vital part of the Girl Scout experience into the digital arena.

During the 2013/2014 cookie season, our national organization partnered with two demonstration councils to pilot 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 progress. The success of the pilot programs was measured by potential for girls’ skill development; girl, parent, volunteer, council, and cookie-customer engagement and satisfaction; and possible sales impact. Learnings will be integrated into the implementation of what we are calling “Digital Cookie 1.0” at many councils nationwide for the 2014/2015 cookie season. In time for the 2015/2016 cookie season, we plan to roll out an even more program-rich “Digital Cookie 2.0” at a growing number of councils, reaching ever more girls with our promising new digital cookie-selling experience.

## Bringing the GSLE to Life: BFF, Imagine Your STEM Future, and Disaster Response

In the spring of 2013, with bullying making far too many headlines in the news, we launched BFF, or Be a Friend First, a national bullying-prevention series aimed at middle school girls. The high-impact program consists of a series of eight sample sessions—an “in a box” format easy for volunteers to use—that can be customized to meet the needs of a given Girl Scout group. The curriculum is adaptable for use with non-traditional Girl Scout partners like schools and community centers, which is important for reaching more girls. Pilot data with over 1,500 girls confirms the effectiveness of BFF—indeed, girls who participate in the program gain important leadership skills over its course, showing statistically significant increases in the development of a strong sense of self and the ability to resolve conflicts and inspire others to act. Councils across the country are continuing to use this powerful program to reach girls and help them share positive leadership behaviors among their peers.

In addition, like many funders who made exciting programs possible for girls in the recent triennium (see page 18), AT&T supported the timely and important Imagine Your STEM Future program. Launched in summer 2013, it consists of eight flexible sessions designed to pique girls’ interest in STEM careers and help them match their interests and skills with jobs in the high-demand sectors of science, technology, engineering, and math. The series was initially piloted, to positive result, with more than 6,000 high school girls nationwide from traditionally underrepresented populations (e.g., racial or ethnic minority, low income, and/or low academic achievement groups) and is now being offered by councils across the country. In post-evaluation research conducted by the Girl Scout Research Institute, participants said that Imagine Your STEM Future increased their interest in STEM, led them to become more informed about STEM careers, helped them realize how important it is to take math and science in school, strengthened their critical-thinking and problem-solving abilities, and increased their confidence in their STEM skills.

# Part Two: Accomplishments by Strategic Priority

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Another remarkable example of the Girl Scout Leadership Experience in action was our Movement's response to 2012's Hurricane Sandy, a ravaging storm that affected six councils and our national office. Our national office responded to girls and volunteers across the country who asked that we help them take action and prepare our Movement to be first responders when natural disasters strike. Accordingly, we developed two relevant guides: *What Can a Girl Scout Do When Disaster Strikes?* and *What Girl Scout Leadership Looks Like in Times of Disaster*. We also made it easy for people to give directly to the affected councils and created the GSUSA Hurricane Sandy Recovery Fund for centralized support. Further, we updated our procedures and best practices so that all of us would be able to more efficiently support councils, volunteers, and girls affected by future disasters, natural or otherwise.

In collaboration with one of our Oklahoma-based councils and in the wake of devastating tornadoes that struck that area in 2013, our previously developed materials were quickly adapted and broadly circulated, which enabled girls to be proactive and help lead in a truly difficult time.

## Shining a Light on the Girl Scout Gold Award

This triennium, looking toward the 100th anniversary of the Girl Scout Gold Award in 2016, we invested in promoting the Gold Award and its significance as our Movement's highest honor.



- We updated contact information for more than 51,000 Gold Award recipients, sparking their reengagement in our Movement, and published the first-ever national *Girl Scout Gold Award Alliance Directory*, a “yearbook” featuring many of those who have earned the highest award in Girl Scouting.
- We developed and distributed an app for girls pursuing their Gold Award that streamlines the application and approval process. The app has been adopted by 60 percent of councils and is helping us build our Gold Award recipient base and connect girls to our alumnae network.
- We developed a website that provides information about the Gold Award and materials and ideas for honoring awardees. We also sent a message to all members of Congress from the co-chairs of Girl Scouts’ “Honorary Troop Capitol Hill,” letting them know how to access the newly created site and recognize Gold Award recipients in their areas.
- A group of our Gold Award recipients presented their projects at a Girl Scout financial literacy briefing on Capitol Hill. They also exhibited, on the Hill, their impressive work at a STEM fair hosted by the women’s caucus.
- We reached out to universities with scholarship opportunities and worked to raise awareness at colleges about our highest award, as we want girls to be able to include Gold Award recognitions on their applications and resumes knowing that it places them in high regard.

## Going Places with Global Girl Scouting

Unlike in most other youth development programs, at Girl Scouts our girls learn from day one that they are part of an inclusive global sisterhood of Girl Guides and Girl Scouts, and that as global citizens they have the opportunity and the responsibility to make the world a better place. The recent triennium was rich, and richly collaborative, for Global Girl Scouting.

- We launched the Global Action Volunteers program in 2012, through which we are working with volunteers in over 30 councils to bring Girl Scouts across the country promising global action opportunities, and interest is growing.



# Part Two: Accomplishments by Strategic Priority

- Through a generous grant of \$1.5 million from the Alcoa Foundation, we teamed up with the World Association of Girl Guides and Girl Scouts (WAGGGS) to engage 72,000 girls from 12 countries, 19 Girl Scout councils, and USA Girl Scouts Overseas in environmental Take Action projects.
- Our Girls' World Forum, held in Chicago in July 2012 as part of our centenary celebrations, engaged an 18-girl planning team and brought together girl delegates and their chaperones from 79 countries and 89 councils to address the United Nations' Millennium Development Goals of combating poverty and hunger, empowering women, and promoting gender equity and environmental sustainability. On returning home from this event, participating girls spent a year implementing a variety of forum-initiated Take Action projects that had significant impact in their communities and beyond.
- Over the past three years, more than 11,500 girls and 5,500 adult volunteers in 92 countries on 6 continents around the world participated in Girl Scouts through our USA Girl Scouts Overseas (USAGSO) program. A major highlight of our work was establishing the first Girl Scout troop in the Zaatari refugee camp in Amman, Jordan. One hundred and ten girls—Brownies through Cadettes—from Syria, Armenia, Palestine, and Kurdistan began their Girl Scout journey, learning the Girl Scout Promise and Law, earning badges, and connecting with other Girl Scouts in Amman. Girl Scouts also summited Mount Fuji in Japan, learned about the environment in Iceland and the Amazon, and connected with Girl Guides in Kenya.

## Girl Scout Brand and Thought Leadership

With the commemoration of our 100th anniversary, Girl Scouts had a unique opportunity for brand promotion and celebration, which crystalized around several key initiatives over the course of the triennium. The power of a single, unified voice for our Movement became clear; no doubt it was behind our success in driving brand awareness and recognition, which earned us various accolades, including Harris Poll EquiTrend's venerable Youth Nonprofit Brand of the Year in both 2012 and 2013. Quite simply, what this means is that there is no youth nonprofit in the country with more brand equity and momentum than Girl Scouts.

## From New Cookie Packaging to National Girl Scout Cookie Weekend

In October 2012, we unveiled refreshed cookie packaging for the first time in over a decade. The new packaging reflects our revitalized brand identity and tells the 50 million people a year who purchase Girl Scout Cookies that they are not just buying a delicious treat, they are also helping girls become tomorrow's leaders and make a difference in their communities. In other words, our redesigned packaging now tells the world about the significance of the Girl Scout Cookie Program.

On the heels of our cookie packaging update was the first-ever National Girl Scout Cookie Day on February 8, 2013, which was a resounding success. In fact, this inaugural festivity was so successful that we extended the 2014 celebration to a full weekend, hosting National Girl Scout Cookie Weekend February 7–8, with council-wide events across the country and a major push in traditional and social media. For the second year running, this initiative, designed to communicate the true purpose of the Girl Scout Cookie Program, was remarkably successful, supported by a social media campaign that garnered some 400 million impressions on Facebook and Twitter alone.



# Part Two: Accomplishments by Strategic Priority

The success of National Girl Scout Cookie Day/Weekend has been in large part due to the increasing cross-functionality and broader alignment of our Movement, with councils nationwide leveraging messaging and creative assets developed by our national organization. In so doing, we have garnered significant local and national media coverage for our work while communicating the true meaning of our iconic cookie program.

## Ban Bossy Speaks Volumes About the Power of Words (and Girls)



On March 9, 2014, we formally launched our worldwide Ban Bossy campaign in conjunction with Sheryl Sandberg and the Lean In Foundation, as well as former Secretary of State Condoleezza Rice and a host of other major figures. Ban Bossy, a public service campaign that discourages the use of the word “bossy” with its far-reaching negative implications for girls, is positioning our brand on the cutting edge of social engagement for girls. It has become a cultural phenomenon in both the traditional and social media spaces, engaging girls, adults, media, and our nation’s leaders in an important dialogue about the leadership potential of girls and the ways in which society can affect their perception of their own potential.

Within the first 24 hours of the campaign, the Ban Bossy website received over 1 million visits, and to date, the campaign has received more than 1.76 billion media impressions. Moreover, Ban Bossy’s celebrity PSA, featuring such figures as Beyoncé and Jennifer Garner, has been viewed more than 2.4 million times.

Spurred by the runaway success of the Ban Bossy campaign, councils across the country are speaking with one voice about girls’ leadership potential. This is a deeply promising development that underscores the unity of our Movement.

## A Century’s Worth of Service—Girl Scouts of the USA Centennial Silver Dollar

This triennium, Girl Scouts became the first-ever girl-serving organization to be memorialized by the United States Mint, as we launched the Girl Scouts of the USA Centennial Silver Dollar. We had the honor of unveiling the U.S. Mint’s designs for the commemorative coin at a special gala event in Dallas in September 2012. The coin went on sale February 28, 2013, during a leadership breakfast in Washington, D.C., to welcome the new female members of Congress to our Troop Capitol Hill. Sixteen Gold Award recipients, including five National Young Women of Distinction, took part in this memorable event and, ultimately, 123,000 of these special coins were sold.



## Onward and Upward: Advocating for Girls

Through Girl Scouts’ Public Policy and Advocacy Office, we made great strides this triennium in advancing before the United States government the cause of girls and their limitless potential. We worked closely with councils across the country to bring girl members and elected officials together for important conversations about girl leadership, and we appealed to Congress and the White House to help councils obtain legislative and IRS relief for the growing liability in the National Girl Scout Council Retirement Plan. Our own Girl Scout Advocacy Network flourished, and is now close to 13,000 members strong and continuing to grow. Following are the standout events that illuminate our advocacy work over the past three years.





# Part Two: Accomplishments by Strategic Priority

- In 2012 President Obama invited girl members, including eight of our most exceptional Girl Scout Gold Award recipients, to meet with him and his senior advisors in the White House Oval Office. During this first-ever meeting of its kind, which drew national media coverage, the girls presented our annual report and the Girl Scout Research Institute's *Girl Scouting Works: The Alumnae Impact Study*.



*First official visit by Girl Scouts to the Oval Office.*

- At a special event on Capitol Hill, we rang in our 2012 centennial with more than 25 members of Congress and 500 other supporters; and later that year, Girl Scouts' founder, Juliette Gordon Low, was posthumously awarded the Presidential Medal of Freedom—our nation's highest honor—at a White House ceremony with the president.



*Presidential Medal of Freedom awarded posthumously to Juliette Gordon Low.*

- In a shining example of cross-Movement work and unity, on April 7, 2014, President Obama signed into law legislation granting our request for pension relief. Critical to this success were the voices of more than 2,300 supporters of our Movement, who reached out to their respective members of Congress through our Girl Scout Advocacy Network, as well as the 100-plus meetings held by councils with their members of Congress.

- Findings from the 2013 Girl Scout Research Institute report *The State of Girls: Unfinished Business* were shared at the first-ever White House Research Conference on Girls, an event that Girl Scouts helped organize and lead. A key outcome of the conference was the creation of a national online portal dedicated to research on girls—the first of its kind—which will serve as an ongoing data-sharing platform accessible to educators, researchers, practitioners, and the wider Girl Scout community. We are driving organizations to the portal and encouraging them to share their own girl research, ensuring a relevant and robust forum.

- Girl Scouts was also represented at the White House Science Fair in both 2013 and 2014, following a rigorous selection process. The Atomic Flying Pickles troop from Los Alamos, New Mexico, dazzled 2013 attendees with their evaporative cooling headband for seniors, and 2014 found the Lego Queens from Girl Scouts of Eastern Oklahoma wowing President Obama with their design for a flood-proof bridge.



*President Obama with the Lego Queens from Girl Scouts of Eastern Oklahoma.*

- Additionally, in 2011 Girl Scouts led the creation of the Healthy MEDIA: Commission for Positive Images of Women and Girls with the release of *The Report and Recommendations of the Healthy MEDIA Commission for Positive Images of Women and Girls* at the Third Symposium on Gender in Media in Los Angeles in 2013. This important report promotes the healthy development of girls' social, emotional, and physical well-being, identifying emerging best practices and establishing a climate for change—a crucial first step in creating a healthier media environment not just for girls and women, but for everyone.

# Part Two: Accomplishments by Strategic Priority

## Girls Matter: The Girl Scout Research Institute Leads the Conversation

In the research arena, it was a full and productive three years for us. Our internal girl-research arm, the Girl Scout Research Institute (GSRI), released several national studies and research briefs (listed below) supporting Girl Scouts' role as a thought leader and expert voice on girls' issues. These studies earned a record number of media placements; prompted invitations from the White House, NASA, Google, Columbia University, and TEDx to attend high-profile events and conferences; and opened doors for promising national partnerships with Dell and the New York Academy of Sciences, among others.

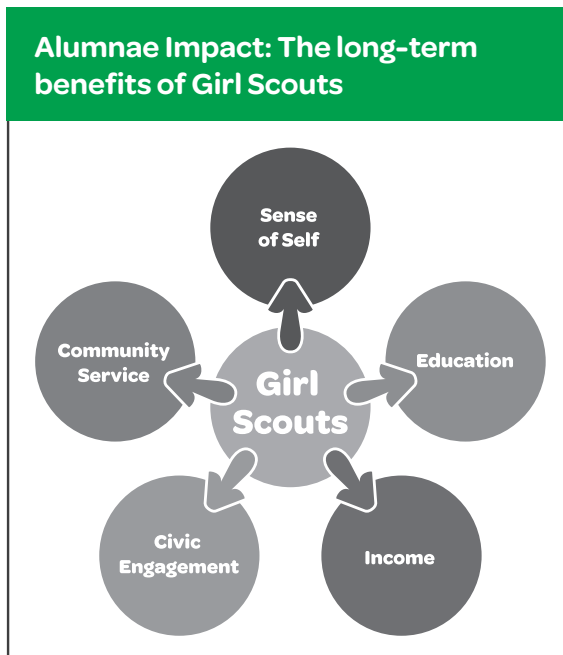
- *The Resilience Factor: A Key to Leadership in African American and Hispanic Girls* (2011)
- *Real to Me: Girls and Reality TV* (2011)
- *Generation STEM: What Girls Say About Science, Technology, Engineering, and Math* (2012)
- *Having It All: Girls and Financial Literacy* (2013)
- *The State of Girls: Unfinished Business* (2013)

*The State of Girls* was a groundbreaking study that focused on present-day realities, pressing issues, and future-focused trends with regard to girls. Providing a truly comprehensive look at girls' leadership and healthy development in the United States today, it is the first-ever report of such magnitude and breadth to focus specifically on girls, making it a much-needed resource in the field.

Additionally, the GSRI, in collaboration with colleagues at Girl Scout councils, conducted research on the Girl Scout Leadership Experience and the impact of Girl Scouting on our membership. The below studies have helped to position Girl Scouts as the premier leadership organization for girls, documenting the effectiveness of the Girl Scout Leadership Experience and the impact of Girl Scouting over time, and helping to demonstrate to our donors the value of investing in girls through Girl Scouting.

- *Mapping the Girl Scout Leadership Experience Outcomes to the Search Institute's Youth Developmental Assets* (2012)
- *Linking Leadership to Academic Success: The Girl Scout Difference* (2012)
- *Girl Scouting Works: The Alumnae Impact Study* (2012)
- *The Girl Scout Retention Study* (2012, 2013)
- *How Girl Scouting Benefits Girls: A Compilation of Findings from the GSRI* (2014)

The most recent release from the GSRI, *More Than S'mores: Successes and Surprises in Girl Scouts' Outdoor Experiences* (2014), explores how spending time in the outdoors, an age-old component of Girl Scouting, impacts girls. Among key findings of the study are that girls' outdoor experiences in Girl Scouts are positively linked to their challenge seeking, problem solving, and environmental leadership. *More Than S'mores* promises to shape Girl Scout programming across the Movement and help staff elevate camp and other outdoor experiences, in the process reaching more girls with the kind of learning that can only happen in the great wide open.



# Part Two: Accomplishments by Strategic Priority

## Fund Development

Fund development—specifically, building our philanthropic capacity so that more girls can benefit from Girl Scout programming that is current, rewarding, and successful—is a key strategic priority for our Movement. At the dawn of the triennium, we knew we would need to engage donors of all stripes in partnering with us to make transformational differences for girls, and to fully support councils in building our capacity to make the case for girls at the local level. With considerable council collaboration, we approached alumnae engagement with renewed vigor; the same held true for planned giving and new-donor identification through direct response. Though we have a long way to go in optimizing our philanthropic capacity and helping right the current disproportionately small philanthropic investment girls receive, we have turned a corner and are well on our way.

### “Getting Her There” with the Largest Campaign for Girls—Ever

In the latter half of the triennium, we took an important step in creating and deploying, with cross-Movement support, a unified fundraising message for the first time in our history. ToGetHerThere, based on the core tenet that through investing in girls we can empower them to reach their fullest potential and build a better world together, builds on the cause campaign of the same name that we launched in 2012. ToGetHerThere serves as the campaign identity for our Movement-wide \$1 Billion Campaign—the largest campaign for girls in history.

With Girl Scouts expecting to surpass \$430 million in contributed campaign revenue by this fall, councils nationwide are actively implementing exciting new ToGetHerThere messaging, social impact statements, and other collateral in their fundraising efforts. ToGetHerThere is a powerful resource for engaging all of our donors, from individuals to foundations to corporations, in conversations about how they can best partner with Girl Scouts to positively impact girls’ lives.

Together, we will get her there.

### Raising a Pillar of Planned Giving

We recognize that giving through wills, estates, trusts, and other planned options is a key philanthropic pillar in leading nonprofits, and must likewise be a major revenue driver for Girl Scouts in this era of the largest intergenerational wealth transfer in U.S. history. We have achieved momentous progress since the start of the triennium in 2012, when we launched a new national donor recognition group, the Juliette Gordon Low (JGL) Society. We have also engaged donors and supported councils with relevant training, marketing collateral, digital resources, and staff partnership. In a remarkable example of the volunteer leadership that is central to our Movement, the national founding chair of our JGL Society, Dianne Belk, personally visited 77 councils with her husband, Lawrence Calder, to recognize individuals who made provisions for Girl Scouts in their estate plans. Also notably, both society membership and inquiries from individuals interested in these giving options have quadrupled in less than two years’ time.

Additionally, in May 2013 the National Board voted to establish a national charitable gift annuity program, and Girl Scouts can now offer this extremely popular planned-giving vehicle to prospective supporters across the Movement, including through those councils that choose to participate. We look forward to continuing to expand this offering, building robust and lasting philanthropic revenue streams for the Juliette Gordon Low Birthplace, global Girl Scouting efforts, and programs Movement-wide.



# Part Two: Accomplishments by Strategic Priority

## Corporate and Foundation Partnerships Yield Remarkable Results for Girls

Over the course of the last three years, our national fund development team built a sustainable platform for engaging funders at higher levels in more strategic partnerships. With stakeholders Movement-wide, including licensing, merchandising, mission delivery, research, IT, finance, and marketing staff at the national office and in councils, we engaged corporations in a record number of major partnership discussions, many of which yielded—and continue to yield—remarkable results. We celebrated a range of exciting funder investments this triennium that created extraordinary opportunities for our girls and significant economic and civic impact in communities in every U.S. zip code and numerous countries overseas. These partners helped us reach new audiences and markets, paint a vivid image of Girl Scouts today, and share the power of our founder’s vision through today’s innovative programs.

With the triennium not yet complete as this report goes to press, we recognize and honor major investments made to date during fiscal 2012, 2013, and 2014 from Barbie/Mattel (among the largest in our national organization’s history) and from Alcoa, AT&T, Dell, Dove/Unilever, Google, Herford N. Elliot Trust, MetLife, Motorola, Nestlé USA, Toyota Financial Services, and Wells Fargo, as well as significant donated media from Time Inc. For a complete listing of our recent partnerships, please visit [www.girlscouts.org/ourinvestors](http://www.girlscouts.org/ourinvestors).

## Alumnae Engagement—A Network for Life

Engaging our Girl Scout alumnae was an important part of our work in the last triennium. We are not simply asking people to join us, we are gathering data on who our 59 million alumnae are and determining how we can best engage them in our Movement, including by building our technological capacity to support this engagement. Teaming up with councils and volunteers steeped in the alumnae leadership experience, we worked to build data-driven, sustainable solutions for the future. Our results to date are very encouraging.

- We updated contact information for more than 51,000 Gold Award recipients and published the first-ever *Girl Scout Gold Award Alliance Directory*. A refreshed directory is slated for release in 2016, in celebration of the 100th anniversary of Girl Scouting’s highest award.
- Alumnae who newly identify themselves via national channels now receive a short series of welcome emails encouraging them to register online at [www.alumnae.girlscouts.org](http://www.alumnae.girlscouts.org) and reconnecting them with their local councils. Alumnae also receive a bimonthly national newsletter that features information on regional council events.
- Through our Girl Scout Research Institute, we completed two landmark alumnae research studies that will guide our work for years to come. Our 2012 *Girl Scouting Works: The Alumnae Impact Study* revealed that women who were Girl Scouts as youth are more likely than their non-Girl Scout counterparts to display positive life outcomes with regard to sense of self, community service, civic engagement, educational attainment, and income. Then, in 2014 we released *Girl Scout Alumnae Engagement Study*, which identified key drivers of both our engaged and unengaged alumnae. The latter study will closely inform our work toward building a “Network for Life” of Girl Scouts worldwide.

Each investment is an opportunity to advance your business objectives and create social change.



# Part Two: Accomplishments by Strategic Priority

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## Technology

Understanding that efficient communication and the ability to meet our volunteers and girls where they are—online—is vital to delivering on our mission, we zeroed in on technology during this triennium. We upgraded and modernized Girl Scouts' technology platforms to increase our capacity as a Movement and improve the Girl Scout experience for all of our customers, which will mean less time spent hassling with, for instance, outdated programs and incompatible software, and more time spent meaningfully, with one another.

### An IT Strategy Calibrated at the Speed of Girl, for the Good of Girls

In 2012 we hired our first chief information officer, which enabled us to set our national strategic vision and arm ourselves with the expertise necessary for our national organization to revolutionize information technology for the good of the Movement. Guided by a steering committee of council CEOs and IT leaders, we created our first Movement-wide IT strategy based on findings from comprehensive surveys and conversations with a wide range of council and national staff. Included was a short-term plan to resolve the most urgent identified issues by the end of FY 2013 and a three-year roadmap for developing the technology platform that would power our Movement into its second century of service to girls.

### On the Fast Track with Our Tech Roadmap: Progress to Date

As a result of outstanding teamwork across the Movement, we have made rapid progress and are currently on track to cover most of our three-year technology roadmap in the first two years. Key initiatives delivered to date include the following:

- **Customer Engagement Platform.** Supporting the K-5/Volunteer Systems initiative, we have built a technology platform that will improve the volunteer experience at every step.
- **Digital Cookie.** We are enabling girls to create and run their own ecommerce stores in a secure, Girl Scout program-led environment.
- **Digital Experience Platform.** We have created a platform to support Digital Cookie and build on the amazing volunteer content developed by councils, as well as to support council websites “out of the box.” Based on this platform, we also created a volunteer toolkit that will provide volunteers with the program content, training aids, and other support tools they need to provide a consistent, quality experience for the girls they serve.
- **Internal collaboration.** We have adopted the Microsoft Office 365 platform to improve collaboration and reduce operating cost/risk. The national organization has migrated to Office 365 and is supporting councils in doing so as well.
- **Existing technologies.** In the interest of standardization, we have made considerable progress in upgrading and deploying existing core systems—Personify, NetSuite, InfoScout, OpSuite, Abila—to councils this triennium.
- **Ecommerce.** We launched one of our most successful “shared services” programs, a national platform whereby our customers—girls and their parents, volunteers, staff, and other Girl Scout supporters—can access 24/7 our full inventory of Girl Scout merchandise without having to visit a retail store. For councils, this greatly improved experience is a less resource-intensive way to meet their own customers' product and program material needs, while providing a source of increased revenue.

# Financial Reports

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## Financial Results for 2011–2013

Over the past three years, difficult financial times have been faced worldwide. However, it appears the economy has turned the corner, we have a strong capital market, and unemployment is at pre-recession levels. Interest rates continue to remain at a historic low and growth is essentially flat.

Our national organization is in sound financial condition. Declining membership continues to be the primary challenge, but we are confident that through implementing our new Core Business Strategy and focusing our resources on high-impact work, together we will change this trajectory and our Movement will serve an increasing number of girls in years to come.

### Financial Position

- Net assets at September 30, 2013, total \$130 million, or 16 percent higher than they were at September 30, 2010.
- Investments of reserves and endowment funds at September 30, 2013, total greater than \$135 million, or 18 percent greater than at September 30, 2010, due to strong investment returns.
- Reported pension liability decreased to \$29 million at September 30, 2013, from \$37 million at September 30, 2010.

### Revenues and Expenses

- In fiscal year 2014 membership dues increased by \$3, from \$12 to \$15.
- Operating revenues totaled \$72.0 million in 2013, and were 4 percent above 2010.
- Operating expenses increased to \$83.2 million in 2013 or 14 percent more than in 2010. Greater than 90 percent of total operating expense is expended for program services, including direct services to councils, program development, volunteerism, and marketing and communications. Note that money saved due to our 2013 staff reduction has gone to support councils with fund development, membership recruitment, marketing, and information technology, among other areas.

## 2013 Restructuring Costs/Reserves

In order to create an innovative, nimble, and customer-focused Girl Scouts, our national organization reorganized and refocused its operations and workforce, with the board allocating \$4.2 million to fund this transformation. As a result, we are well positioned to take the Movement deeper into the second century of developing girls of courage, confidence, and character, who make the world a better place.

## National Girl Scout Council Retirement Plan

Over the past triennium, our national organization took steps to help ease the burden on councils facing growing liabilities in the National Girl Scout Council Retirement Plan, vigorously pursuing both legislative and regulatory relief for councils with regard to the plan's current unfunded liability.

In late April 2014, as fiduciary of the council pension plan, we officially signed into law an agreement with the IRS that approves our request for pension relief by extending the amortization period of prior investment losses by more than four years. Additionally, on April 8, 2014, President Obama signed into law H.R. 4275, a relief package unanimously passed by Congress that will smooth out council contributions over the next three years, averting huge increases to councils as a result of the formula calculating liabilities.



# Financial Reports

On the legislative front, the support for our Movement was truly historic. Many rallied to our cause, and our bill enjoyed remarkable support from legislators. In fact, just 0.3 percent of Senate bills (three other bills) were shown such a high level of support.

The IRS and legislative relief together reduced the required funding for the period 2014–2016 from \$145 million to \$103.5 million in contributions to the plan, and our National Board has provided \$15.7 million in financial assistance to councils from 2011 to 2014 to reduce the impact of the pension expenses. Although the relief has made a significant positive impact, the pension expense still represents a financial burden to councils.

## Financial Position for the Years Ended September 30

	2011	2012	2013
<b>Assets:</b>			
Cash, inventories, and other	\$39,827	\$42,225	\$33,586
Investments	\$110,752	\$126,057	\$135,397
Fixed assets	\$19,570	\$17,948	\$16,699
Total assets	\$170,149	\$186,230	\$185,682
<b>Liabilities:</b>			
Accounts payable, deferred revenue, and other	\$26,142	\$24,109	\$26,594
Pension liability	\$34,543	\$36,684	\$28,784
Total liability	\$60,685	\$60,793	\$55,378
<b>Net assets:</b>			
Total liabilities and net assets	\$170,149	\$186,230	\$185,682

## GSUSA Investment Portfolio

With a market value of \$135.4 million at September 30, 2013, 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, and the portfolio comprises investments made on behalf of GSUSA's operating reserve and board-designated and donor-restricted endowment funds. The return for the three-year period ending September 30, 2013, was 9.4 percent, equal to the portfolio's established benchmark. For the first seven months of fiscal 2014 (October 1, 2013–April 30, 2014), GSUSA's investment portfolio has achieved a gain of 7.2 percent versus a benchmark 6.9 percent, and the value of the portfolio has grown to \$136.4 million at April 30, 2014.

## Capital Fund

The Capital Fund serves as GSUSA's operating reserve and provides an ongoing source of general operating income. The National Board has set a goal to maintain the Capital Fund equal to one year's cost of operations. At the start of the triennium the Capital Fund had a balance of \$51.8 million. It grew to \$56.9 million at September 30, 2013, primarily due to investment gains. As of April 30, 2014, the Capital Fund has grown to \$60.0 million, or 9.4 months of operating reserves.

# Financial Reports

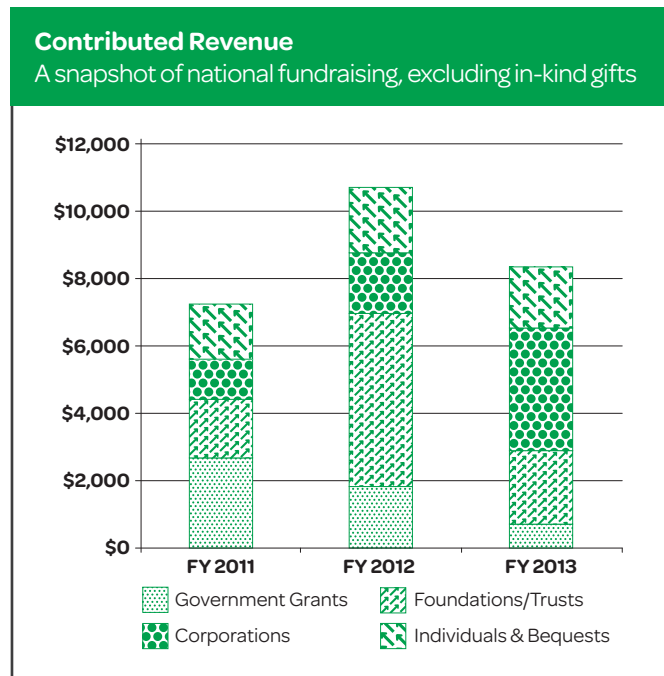
## Consolidated Revenues, Expenses, and Change in Net Assets (in Thousands)

	2011	2012	2013
Operating revenue*:			
Membership dues	\$37,232	\$36,960	\$34,666
GSM net income	\$20,749	\$27,532	\$18,878
Other	\$15,333	\$22,763	\$16,893
Total	\$73,314	\$87,255	\$70,437
Operating expenses*:			
Program services	\$67,740	\$76,968	\$71,558
Fundraising, management, and general	\$9,322	\$9,786	\$11,663
Total	\$77,062	\$86,754	\$83,221
Deficiency of revenue over operating expense	\$(3,748)	\$501	\$(12,784)
Non-operating gains:	\$1,186	\$15,472	\$17,651
Change in net assets	\$(2,562)	\$15,973	\$4,867

\* Operating revenue and expenses exclude contributed advertising. For the periods ending September 30, 2011, 2012, and 2013, contributed advertising was \$56,483,000, \$41,334,000, and \$48,531,000, respectively.

During this triennium, funds raised totaled \$26.3 million, much of which served as pass-through grants to councils for program initiatives. Significant contributions were received during the period from major corporations and foundations, as were grants from two government agencies. GSUSA also received the most significant individual contributions in its 102-year history, as well considerable in-kind contributions, primarily in the form of donated advertising on television and radio stations, and in print, as noted above.

The chart at right shows the level of contributed revenue secured from various sources during each of the three years. GSUSA experienced a banner year for support during the 100th anniversary, and contributed revenue in FY2013 remained above pre-anniversary levels. At the end of the triennium, more than \$20 million in outstanding requests is in the pipeline, indicating an encouraging forecast for the next fiscal year.





# Financial Reports

## Outlook for 2014 and Beyond

We are projecting positive operating results for 2014 while Girl Scout membership is expected to continue to decline in 2014 and 2015. The investments GSUSA has made in Digital Cookie, Volunteer Systems and Toolkit, and the “I can’t wait to” recruitment campaign, all in support of councils and building their capacity, should dramatically improve the Girl Scout experience and membership in coming years. Additionally, Girl Scout Merchandise continues to have strong sales. The implementation of an ecommerce platform in December 2012 has grown online sales significantly as wholesale sales have declined. Councils share in the surpluses in this business, as they receive the monies for retail sales less wholesale costs.

## State of Girl Scout Councils

### Aggregate Data for Girl Scout Councils (in Thousands)

	2011	2012
Total Net Assets	\$1,243,960	\$1,292,498
Total Operating Income	697,585	737,817
Total Operating Expenses	678,677	713,881
Total Operating Deficit	18,908	23,936
Operating reserves # Months	7.7 mos	8.2 mos

Note: As of the publication date of this report, 2013 data has not been compiled.

In general, councils continue to be budget constrained and have had to reduce costs over the last few years. Due in part to declines in membership, councils have experienced declines in cookie sales and girl participation. These declines have been somewhat offset by higher pricing and higher per-girl sales. For those councils in the National Girl Scout Council Retirement Plan, the 2014 IRS and legislative pension relief provided a significant reduction in projected expenses. Total pension contributions for all councils were reduced from \$145 million to \$103.5 million for years 2014–2016.

## Financial Support Provided by GSUSA to Girl Scout Councils

During the triennium, GSUSA distributed \$26.6 million in direct financial support to councils. This included \$10.5 million made available as pass-through grants from contributed funds and government grants, as well as \$16.1 million in GSUSA board-designated special funding for pension assistance (\$11.7 million) and other purposes (\$4.4 million).





