

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

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girl scouts



Stewardship Report

2017 National Council Session/54th Convention
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Introductory Letter

To the Members of the National Council:

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

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

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

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

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

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

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

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

Yours in Girl Scouting,



Kathy Hopinkah Hannan
National President



Sylvia Acevedo
Chief Executive Officer

Executive Summary

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

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

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

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

Our Movement strategy has at its core five strategic goals:

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

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





A Winning Formula—Key to Our Competitive Advantage

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

This report is divided into three sections:

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

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

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

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

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

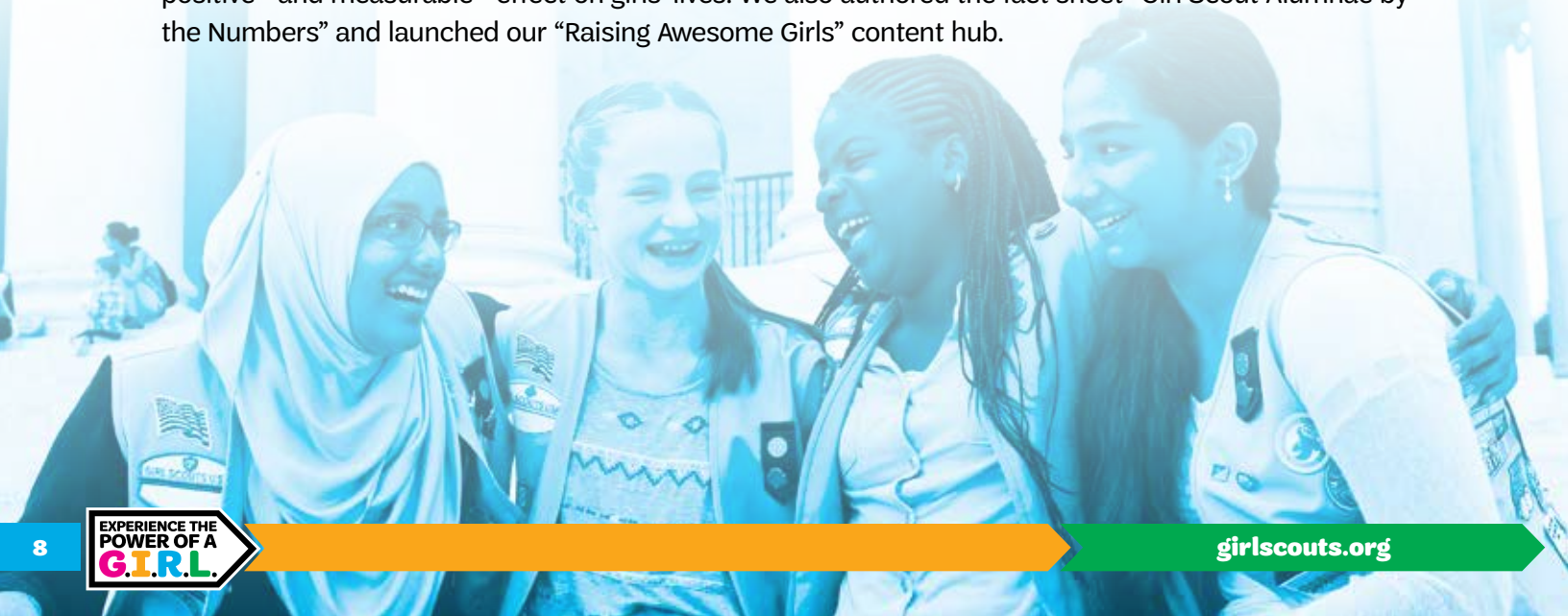
Introducing our G.I.R.L. brand platform. In November 2016, we rolled out our G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader) brand essence, which expresses the core values and history of our brand, defines leadership the Girl Scout way, showcases the unique experiences and skill-building opportunities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

Executive Summary

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

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

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



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

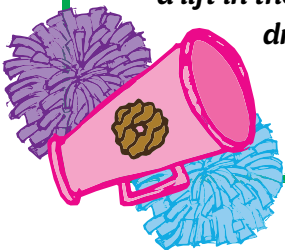
In short, Girl Scouts works—and it has from the very beginning of our Movement, when our pioneering founder Juliette Gordon Low gathered together that first small troop of 18 culturally and ethnically diverse girls in Savannah, Georgia, in 1912. More than 100 years on, we continue to prepare girls to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

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

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



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



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

Executive Summary

These jewels include our:

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

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

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





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

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



Reach more girls—serve more girls from all communities

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



Increased investments—strengthen our resources to grow our Movement

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



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

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

PART ONE: A Roadmap for the Future

Aligning Our Network: A Team Effort

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

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

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

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

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



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

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



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

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

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

Leveraging and Maximizing Our Cultural Assets

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

PART ONE: A Roadmap for the Future

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

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

Refreshing Our National Office Space to Better Serve Our Movement

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

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

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





LEADER

G.I.R.L. MOVEMENT MOMENT

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

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

Taking the lead for her girls: Connie first signed up to be a troop leader in 1999 at her older daughter's kindergarten orientation. She had fond memories of



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

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

PART TWO: What We've Accomplished Together

Driving Membership

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

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

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

Launching New STEM and Outdoor Programming

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



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



G.I.R.L. MOVEMENT MOMENT

INNOVATOR

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

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

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

PART TWO: What We've Accomplished Together

Social Capital Pilots: Exploring New Partners for Volunteer Recruitment

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

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

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

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

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



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

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

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

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

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

Sales Training: Building a National Sales Culture

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

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

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

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

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

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

Leveraging Data: Council Health Dashboard

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

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

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

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

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



G.I.R.L. MOVEMENT MOMENT

INNOVATOR

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

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

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



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

PART TWO: What We've Accomplished Together

Enhancing the Girl Program

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

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

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

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

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

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

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

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

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

Renewing and Revitalizing Our Commitment to the Outdoors

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

In the past three years, we have successfully:

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

PART TWO: What We've Accomplished Together

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



Digital Cookie: Delivering a 21st Century Program Experience

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

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

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

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

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

PART TWO: What We've Accomplished Together



G.I.R.L. MOVEMENT MOMENT

GO-GETTER

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

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

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

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



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

Engaging and Supporting Our Girls, Volunteers, and Families

Volunteer Toolkit: Enhancing the Volunteer Experience

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

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

Sharing Our Expertise: “Raising Awesome Girls” Content Hub

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

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

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

PART TWO: What We've Accomplished Together

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

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

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

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

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

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





RISK-TAKER

G.I.R.L. MOVEMENT MOMENT

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

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

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



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

PART TWO: What We've Accomplished Together

Commemorating 100 Years of Our Highest Honor, the Gold Award

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

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

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



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



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

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

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

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

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

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

PART TWO: What We've Accomplished Together



G.I.R.L. MOVEMENT MOMENT

GO-GETTER

Meet the 2017 cookie bosses!

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

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

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



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

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

Let Girls Learn Initiative and the New Global Action Award

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

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

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

International Catholic Conference on Guiding World Council in Rome

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

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



Kathy Hopinkah Hannan with Pope Francis

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PART TWO: What We've Accomplished Together

Refreshing and Aligning Our Websites

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

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

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

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

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

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

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



G.I.R.L. MOVEMENT MOMENT

GO-GETTER

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

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

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

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



PART TWO: What We've Accomplished Together

Onward and Upward: Advocating for Girls

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

2014

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

2015

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



2015 continued

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

2016

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

PART TWO: What We've Accomplished Together



INNOVATOR

G.I.R.L. MOVEMENT MOMENT

Meet Gold Award Girl Scouts of the past and present.

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



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

2016 continued

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

2017

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

Lifting Up Legislative Victories on Capitol Hill

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



PART TWO: What We've Accomplished Together

Raising More Money for Girls

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

Accelerating ToGetHerThere: Our Campaign for Girls

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

Over the life of the ToGetHerThere campaign:

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

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





RISK-TAKER

G.I.R.L. MOVEMENT MOMENT

Meet Kylin Bain, age 10, from Girl Scout Troop 1318 in Schertz, Texas. When she noticed a young boy struggling in the deep end of her community pool, she jumped into action—literally—and pulled him to safety.

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

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



Girl Scout Merchandise: How Girl Scouts Show Their Pride

The Girl Scout Merchandise (GSM) team has continued to support the delivery of our mission through selling products that enhance the Girl Scout brand and strengthen our ability to invest in girls. Over the past triennium, gross revenue from GSM has increased by 4.5 percent.

We had a successful launch of our national ecommerce platform through which our customers (girls and their parents, volunteers, staff, and other Girl Scout supporters) can access 24/7 our full inventory of Girl Scout merchandise. Reflecting the success of our shift toward ecommerce, we now have approximately 32 percent of sales happening on the ecommerce platform. We have also converted GSUSA’s online shop to a mobile-responsive site that enables customers to make purchases seamlessly on their mobile devices. Moreover, a growing part of our business is the ongoing development of contemporary Girl Scout-branded products that go beyond core program materials, such as jewelry, apparel, and accessories, as well as digital products, such as music downloads.

For councils, the greatly improved ecommerce experience is a less resource-intensive way to meet their customers’ product and program material needs, while providing a source of increased revenue.

PART TWO: What We've Accomplished Together

And through a new revenue share arrangement between GSUSA and councils for transactions on the ecommerce site, GSUSA has been able to return \$10 million to councils over the last three years.

In addition to enhancing our brand, growing GSM income, and developing contemporary branded products, we have also continued to execute a national licensing strategy. In another upward GSM trend, licensing/royalties have grown over the past triennium to \$10 million, 74 percent of which comprises cookie and fall sale products. The licensing partnerships we have entered into are not just about the products but about how these partnerships bolster our ability to highlight our brand, mission, and outcomes to the public through the Girl Scout messaging on the packaging and the company marketing support that our licensing partners provide.

We are proud of the strides we are making in our Made in America initiative—the “reshoring” of Girl Scout products in the United States. The process continues to bring official Girl Scout products back to U.S. manufacturing, supporting jobs in America and reducing our carbon footprint as we look to build a business model that considers sustainability. This has additionally enabled us to provide better in-stock service and increased inventory for councils and GSM and to grow our revenue for girls. Council stores have, moreover, grown to about \$75 million in retail sales, supporting their local mission delivery. We continue to partner with our councils on the development of council shop sales and income, providing them with merchandising direction, promotion direction, store setup, and advertising tools. This enables us to establish a consistent approach and greater brand alignment across councils, all with opportunity for local innovation.

Our partnership with councils also extends to our strategic planning for the Girl Scout Cookie Program in an effort to build a sustainable cookie sale. Using the tremendous amount of data we now have about cookie trends, we are working together on ways to enhance the cookie experience, deliver a more robust and engaging program, and increase sales going forward.

Looking ahead, as we've discussed earlier in the report, we are hard at work creating a retail destination at GSUSA headquarters in New York City that will provide a special Girl Scout experience for troop leaders, volunteers, girls, and families; our long-term vision for the space is to also bring in non-Girl Scout members to learn about and engage with our Movement. We look forward to the grand opening of the space early in FY18.



LEADER

G.I.R.L. MOVEMENT MOMENT

Meet **Peggy O'Dell**, Girl Scout alumna and former deputy director of the National Park Service (NPS).

From Girl Scout to Park Ranger: Providing girls with access to the outdoors is a cornerstone of the Girl Scout mission, and one of our four national program pillars. For Peggy O'Dell, the outdoors was also the stepping stone to a career. "I remember what a great time we always had at our Girl Scout meetings with our troop leader Mrs. Merringer," Peggy said. "Whether we were working on badges or learning songs and practicing the Girl Scout traditions, it was always an environment of girls helping girls to become more confident, competent, and collaborative."

Guiding girls to our national parks: Although she's taken countless hikes as a park ranger and a Girl Scout, one of Peggy's most memorable experiences took place on May 2, 2015, when she, along with GSUSA National President Kathy Hopinkah Hannan and approximately 5,000 girls and 1,000 volunteers, walked across the Golden Gate Bridge together to launch the Girl Scout Ranger Program. This exciting Girl Scout/NPS partnership brings attention to the amazing outdoor experiences available to everyone at our national parks and monuments. Through this program, girls can participate in a variety of organized educational or outdoor service projects and earn fun patches while enjoying all the oh-so-cool experiences that national parks provide—not to mention making incredible memories along the way. "The National Park Service and Girl Scouts of the USA have the same goal in mind: providing meaningful and memorable experiences for girls through unique outdoor experiences," said Peggy. "Through this partnership, girls will be introduced to the many ways they can play, learn, serve, and work in our national parks." And we bet a few will become park rangers, too!



Peggy O'Dell

PART TWO: What We've Accomplished Together

Forging Partnerships, Elevating Our Mission

At GSUSA, we recognize that working with partners that share our beliefs can help elevate our mission. Through the years, we have forged partnerships with organizations that believe in our Movement and the GSLE and support the work we do by providing valuable resources to our girls. These partnerships include the below organizations.

AT&T helps GSUSA engage girls from lower socioeconomic status families by educating them about the possibilities of a future in STEM. AT&T is currently helping Girl Scouts significantly expand our digital transformation and leverage the continual improvements of the volunteer and customer experience, with the ultimate goal of increasing Girl Scout membership.

Toyota Financial Services (TFS) engages more than 40,000 4th- through 12th-grade girls in underserved communities across the United States to feel financially empowered. TFS's initiative, Driving My Financial Future, enables girls to become financially savvy leaders; gives them real-life, age-appropriate financial skills; and provides them with the tools necessary to make a positive influence in their communities and the world.

Another meaningful partnership we've established includes two industry leaders: Dell and Visa. Both companies work with GSUSA by supporting the Digital Cookie platform through the Girl Scout Cookie Program's mobile and online channels.

Through our groundbreaking partnership with the Richard King Mellon Foundation, GSUSA is encouraging more girls to explore the outdoors while gaining practical knowledge about the environment. During the summers of 2016 and 2017, pilot outdoor internship programs funded by the RK Mellon Foundation gave girls at five Girl Scout councils across the country the opportunity to work on conservation programs in partnership with the Student Conservation Association and enhanced the VTK with outdoor activity options for volunteer leaders.

Most recently, GSUSA has partnered with the security company Palo Alto Networks to encourage girls to become the cybersecurity experts of the future. In September 2018, we will introduce the first-ever national Cybersecurity badges for girls in grades K-12; 18 badges will teach millions of girls across the



United States about cybersecurity through compelling programming designed to increase their interest and help them build this valuable 21st century skillset.

Finally, thanks to the generous funding made possible by NASA's Space Science Mission Directorate and the SETI Institute, we are taking space science education to the next level with a five-year program for Girl Scouts and volunteers. Together with a group of five partners led by the SETI Institute that includes Girl Scouts of Northern California, the Astronomical Society of the Pacific, the University of Arizona, and ARIES Scientific, GSUSA is delivering six new Space Science badges and immersive train-the-trainer events for girls and volunteers at the University of Arizona and NASA's Goddard Space Flight Center. The partnership also supported events for the Great American Eclipse on August 21, 2017, which included eclipse boxes, resources for councils, and three council-led eclipse Destinations.

Through our vast breadth of partnerships like these, GSUSA is able to continue providing girls across the country with the tools necessary to become the leaders of tomorrow.



G.I.R.L. MOVEMENT MOMENT

RISK-TAKER

Meet girls from around the globe on a Girl Scout Destinations adventure.

Seeking new challenges: Traveling to a new part of the country or the world can be a little scary, but on a Girl Scout Destinations trip, girls embrace the unfamiliar with their Girl Scout and Girl Guide sisters at their side. Girl Scout Destinations are the ultimate adventures for girls ages 11 and older. With different trips every year, there's something amazing for everyone to experience—both in our own country and abroad. From U.S.-based trips like space and astronomy camps, rafting and horseback riding trips, and wildlife explorations to international experiences, like jungle treks in Panama and Costa Rica, tours through Europe, and working (and playing) with pandas in China, girls broaden their horizons and, in some cases, earn community service credits.

Connecting with new friends and new cultures:

The Destinations can be life-changing. "I learned that I need to stop judging people because there are a lot of amazing friends you can make by opening up," said one Girl Scout Destinations traveler. "It opened my eyes to a huge world outside the U.S.," said another. With just the right balance of learning and fun, these trips help Girl Scouts see the world and make it a better place!



PART TWO: What We've Accomplished Together

Increasing Membership Dues to Better Serve Girls

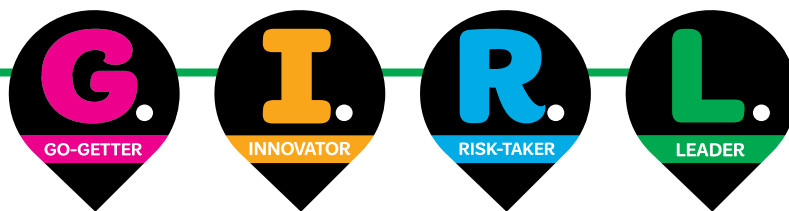
To fund our immediate strategic technology investments and program needs, GSUSA's leadership team recommended to the National Board that we increase membership dues from \$15 to \$25 per year. This decision was based on years of research into how to bring our fees in line with those of other youth organizations—we've been undervaluing our membership for years—and represents a key lever that will enable us to:

- Develop and sustain exceptional leadership programming
- Implement digital innovations and technology to improve girl and volunteer experiences
- Strengthen services for members
- Allow the national office to continue to deliver best-in-class services

On average, 95 percent of programming costs are covered by girls and their families, and the Movement's revenue is overly concentrated and highly dependent on membership-related sources. With declining membership and the risk of having a primarily single source of income, bringing members of the Movement together to build a long-term sustainable funding model was imperative.

Sharing Revenue on Collaborative Fundraising

Reaffirming that fundraising, particularly individual giving, was essential to diversifying our revenue model, the Funding Model Committee proposed guiding principles for joint fundraising by GSUSA and councils for individual donors, ultimately recommending "revenue sharing" in key situations that involved joint or collaborative fundraising. This resulted in the adoption of guiding principles by councils working in partnership with GSUSA on fundraising efforts. These efforts also led to a fundraising pilot for sponsorships for G.I.R.L. 2017, establishing that councils receive a 20 percent share of all G.I.R.L. 2017 sponsorships.



G.I.R.L. MOVEMENT MOMENT

Meet Girl Scouts' National Young Women of Distinction, a select group of Gold Award Girl Scouts who demonstrate the ultimate level of G.I.R.L. leadership. They are the go-getters, innovators, risk-takers, and leaders of today and tomorrow—and role models for us all!

G.I.R.L. leadership at its very best! Among the thousands of exceptional young women in grades 9–12 who earn their Gold Award, there are those whose projects rise to a higher level, sending waves of change that often reach from their communities to the other side of the world. Each year, ten young women whose Gold Award projects went above and beyond are awarded the prestigious designation of National Young Woman of Distinction. And every year, the accomplishments of these individuals show just how much young women can do when they set their minds to it.

From action to impact:

These young women are building a better world in remarkable and varied ways. Just look at some of the projects they've taken on in the last few years.

One built a helicopter landing pad for medical

evacuations in her town, while another focused on teaching self-defense to women and girls in rural villages in India and in battered women's shelters in Los Angeles. As one Girl Scout worked to stem the decline of honeybee populations by collaborating with an organic farm, another helped demystify renewable energy and make it tangible for the average citizen by building a wind turbine constructed almost entirely from previously used materials from her home. National Young Women of Distinction have partnered with universities to create STEM programs for high school students in Puerto Rico, created comic books to support siblings of individuals with special needs, and created mock Ebola testing labs. And just wait till you hear about our 2017 National Young Women of Distinction. They will be sharing their projects from the stage at G.I.R.L. 2017!



PART THREE: Financial Reports

Financial Results for 2014–16

Our nation's economy has seen an overall improvement during these past three years compared to the prior triennium, 2011–13. During our most recent triennium, we have experienced a steady recovery from the worldwide recession that hit in 2008–09. We have also had a strong capital market and have been experiencing moderate growth with low unemployment. Interest rates, moreover, have continued to stay at historic lows.

As the triennium comes to a close, our national organization is in sound financial condition. Membership continues to be the primary challenge, so we have made substantial business expenditures aimed at building our membership and ensuring a sustainable membership model. We are confident that the continued implementation of our 2015–18 strategic plan and our focus on high-impact work will change this trajectory and our Movement will serve an increasing number of girls in years to come.

Financial Position

As of September 30, 2016, GSUSA had total assets of \$194.8 million and total liabilities of \$74.4 million, resulting in net assets of \$120.4 million, or 8 percent lower than September 2013, primarily because of a lower investment portfolio and the increase in the pension liability of the GSUSA retirement plan.

The investment portfolio at September 30, 2016, totaled \$129.7 million, or 4 percent lower than at September 30, 2013, primarily because of the \$12 million expenditure from reserves for strategic IT initiatives, which we address in the Information Technology section later in this report.

The pension liability increased to \$40.8 million on September 30, 2016, from \$28.8 million on September 30, 2013, primarily because of the decrease in the interest rate used to value the obligation.



Financial Position for the Years Ending September 30*

ASSETS	2014	2015	2016
Cash, Inventories, and Other Assets	\$ 32.9	\$ 31.9	\$ 33.4
Investments	141.7	126.1	129.7
Fixed Assets	25.0	31.8	31.7
Total Assets	\$ 199.6	\$ 189.8	\$ 194.8
LIABILITIES AND NET ASSETS	2014	2015	2016
Liabilities			
Accounts Payable, Deferred Revenue, and Other Liabilities	\$ 33.1	\$ 32.6	\$ 33.6
Pension Liability	30.1	37.0	40.8
Total Liabilities	63.2	69.6	74.4
Net Assets	136.4	120.2	120.4
Total Liabilities and Net Assets	\$ 199.6	\$ 189.8	\$ 194.8

*in millions

GSUSA Investment Portfolio

With a market value of \$129.7 million at September 30, 2016, GSUSA's investment portfolio is the most significant asset recorded in the organization's financial statements. Investments are overseen by the Investment Subcommittee of the Finance Committee of the National Board. The portfolio comprises investments of GSUSA's operating reserve and board-designated and donor-restricted endowment funds. The investment return for the three-year period ending September 30, 2016, was 5.1 percent, equal to the portfolio's weighted market benchmark, which is based on the market values corresponding to each portion of our asset allocation. For the first seven months of FY17 (October 1, 2016–April 30, 2017), GSUSA's investment portfolio achieved a gain of 6.5 percent versus a benchmark 6.4 percent, and the value of the portfolio grew to \$154.9 million on April 30, 2017. In FY17, approximately \$17.3 million was added to the portfolio, and the Movement Growth Fund, a new Board-designated fund, was established with the proceeds from the sale of four floors at GSUSA headquarters in New York. While the Board needs to validate the distribution to the councils of these monies on an annual basis, the Board's intent is that the annual income from this fund will be provided to councils to assist with pension payments, in turn, enabling us to better serve girls and volunteers in their communities.

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Expenditures in Information Technology and the Movement's Future*

GSUSA has made and is continuing to make significant expenditures in technology to simplify and improve the volunteer experience; create safe, secure, consistent, and compelling websites across the Movement; and implement a common business operating model underpinned by technology and in accordance with the goals of our network alignment activity. As of August 2017, 109 of 112 councils, plus USAGSO, have adopted CEI.

	2014			2015			2016		
	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total
CEI	\$4.1	\$1.4	\$5.5	\$7.1	\$2.5	\$9.5	\$4.4	\$3.0	\$7.4
Digital Cookie	6.2	0.6	6.8	2.9	2.0	4.8	1.9	2.7	4.6
Total	\$10.3	\$2.0	\$12.3	\$10.0	\$4.5	\$14.4	\$6.3	\$5.7	\$12.0

*in millions

Operating Financial Results

Operating revenues for the triennium totaled \$275.5 million, or 12.8 percent more than the last triennium (2011–13). The increase is the result of the \$3 increase in membership dues that went into effect in FY14, increased contributed income, and income from councils for technology services. Partially offsetting these increases is a 9 percent decrease in Girl Scout merchandise sales, which were at an all-time high during Girl Scouts' 100th anniversary year.

Operating expenses for the triennium totaled \$280.5 million, or 1.6 percent less than the prior triennium. The decrease is attributable to the 2012 anomaly when GSUSA celebrated its centennial and expenses were higher than in other years. Approximately 87 percent of total operating expense has been used for program services, including direct services to councils, program development, volunteerism, and marketing and communications.



Operating Financial Results for the Years Ending September 30*

	2014	2015	2016
Operating Revenue:			
Membership Dues	\$ 40.5	\$ 38.2	\$ 37.0
GSM Gross Profit and Royalties	31.0	31.3	33.2
Contributed Income	8.5	8.5	9.0
Training and Meeting Revenue	4.0	6.3	5.0
Investment Income Allocation	4.5	4.8	5.0
Other	0.8	1.9	6.0
Total	\$ 89.3	\$ 91.0	\$ 95.2
Operating Expenses:			
Program Services	77.3	81.0	85.6
Fundraising, Management, and General	12.2	11.9	12.5
Total	\$ 89.5	\$ 92.9	\$ 98.1
Deficiency of Revenue over Operating Expense	(0.2)	(1.9)	(2.9)
Nonoperating Gains (losses)	6.3	(14.3)	3.2
Change in Net Assets	\$ 6.1	\$ (16.2)	\$ 0.3

*in millions

Contributed Revenue

During the triennium, funds raised totaled \$26 million, much of which served as pass-through grants to councils to achieve program initiatives. Contributions during the period were received from major corporations and foundations, such as TFS (\$5.1 million), Visa (\$1.0 million), Dell (\$3.2 million), MetLife (\$1.0 million), Motorola (\$0.5 million), and The Rockefeller Foundation (\$1.4 million).

At the end of the triennium, a weighted average of \$10 million in outstanding requests is in the pipeline, indicating an optimistic forecast for contributed revenue in the next fiscal year.

Liquidity

GSUSA's liquidity is strong and equaled 9.5 months of operating funds at September 30, 2016. The decrease from 2014 is due to the \$12 million in IT expenditures, which were funded from the operating reserves.

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Liquidity for the Years Ending September 30*

	2014	2015	2016
Cash	\$ 18.9	\$ 16.3	\$ 13.7
Capital Fund	63.1	54.3	50.7
Board Endowment Funds	33.0	35.0	36.8
Collateral for Short-Term Debt Instruments	(7.4)	(6.3)	(7.7)
Private Equity/Hedge Funds/Real Estate	(21.1)	(24.8)	(25.7)
Unrestricted Net Assets	\$ 86.5	\$ 74.5	\$ 67.8
Line of Credit	5.0	5.0	5.0
Revolving Credit	5.0	5.0	5.0
	10.0	10.0	10.0
Total Liquid Assets	\$ 96.5	\$ 84.5	\$ 77.8
Number of Months Reserve	12.9	10.9	9.5

*in millions

State of Girl Scout Councils

In general, councils continue to be budget constrained and have had to reduce costs over the last few years given declining membership and the resulting decline in cookie sales—although, as we report earlier, the 2017 cookie season was a record-breaking one, with an increase of more than 5 percent over 2016. We are seeing sustained growth among our councils that have been on CEI for two or more years, which has increased focus on membership conversion, customer service, and usage of the volunteer tools. Last year, we piloted membership growth intervention with six councils with great success. This year, we used data from the annual review process to develop council intervention in the areas of membership, financial health, CEI adoption support, and comprehensive support. We are collectively working to ensure that our councils are financially and programmatically healthy and sustainable.



National Girl Scout Council Retirement Plan

GSUSA, along with the Pension Advisory Committee, which includes significant council participation, continues to seek ways to reduce the pension burden on councils. During the last triennium, we were successful in obtaining both legislative and regulatory relief for councils and reducing the required contributions for 2014–16 from \$144.5 million to \$103.5 million. We also offered a lump-sum buyout to certain participants, which reduced the liability by \$28 million and saved \$2.6 million in Pension Benefit Guaranty Corporation premiums.

During this triennium, another lump-sum buyout was offered that reduced the liability by \$55 million and had a net present value of savings of \$4.0 million. Annuities were purchased for retirees with small monthly benefits, which reduced the liability by \$28 million and had a net present value of savings of \$0.9–1.6 million. Also, as we noted earlier in the “GSUSA Investment Portfolio” section, GSUSA sold four of nine condo floors at 420 Fifth Avenue, the GSUSA headquarters in New York City. The proceeds, after construction costs, were placed in a newly created Board-designated fund, the Movement Growth Fund. The intent of the Board is that the annual income from this fund will be given to councils for pension relief. We expect the income from the fund to be approximately \$800,000 annually.

The Investment Subcommittee of the Finance Committee also undertook significant work regarding the investments of the plan. To ensure that the asset allocation was appropriate given the risk profile of the plan, four investment firms, in addition to our investment consultant, performed a review and affirmed that the asset allocation should be maintained. The Board also adopted a “glide path” that will protect the value of the assets by shifting them into fixed income as the plan becomes more fully funded.

A great deal of analysis was completed to reassess the total annual contributions being made to the plan; the Board approved a reduction from \$34.25 million to \$32.5 million, reducing the councils pension contributions by \$1.75 million annually.

GSUSA has provided \$16.7 million in direct assistance for the period 2011–15. We continue to review any and all opportunities to help address the pension obligations held by councils.

Support Provided by GSUSA to Girl Scout Councils

During the triennium, GSUSA distributed \$15.6 million in direct financial support to councils. This included \$7.0 million made available as pass-through grants from contributed funds and government grants, as well as \$8.6 million in GSUSA Board-designated special funding for pension assistance (\$6.5 million), Destinations (our travel and adventure program for girls ages 11 and older), Macy scholarships, and other purposes (\$2.1 million).

To increase the financial health of the Movement, GSUSA also provides a variety of tools and resources to councils. New CEO and Board Chair offerings include sessions on financial management specific to

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the breadth of council operations, including our iconic cookie program, philanthropic funding, budget management, and multiyear forecasting. Monthly CFO calls focus on strategic financial topics, disseminate relevant nonprofit financial updates, and provide a forum for peer discussion. Summit meetings and other regular Movement convenings enable council senior leadership to meet with GSUSA staff members and their peers to exchange ideas and best practices and to engage in strategy setting sessions with their council colleagues. Analytical tools such as the Council Health Dashboard enable councils to compare their financial status to those of other councils and nonprofit industry benchmarks. Councils requiring additional assistance may take advantage of our subject matter experts, who can provide customized support plans with deeper assessments, defined actionable plans with indicators and checkpoints, and regular follow-up to completion of councils' end goals.

Outlook for 2017 and Beyond

We are projecting positive cash flow for 2017, positive operating results going forward, and an increase in membership in 2018.

We continue to invest in technology that supports, amplifies, and accelerates Girl Scouts. These investments do not replace the hands-on, safe, and collaborative space we create for girls; rather, they help us deliver services to all stakeholders in a state-of-the-art way. Moreover, they will enable us to realize our core strategic objectives of reaching more girls, providing an even more impactful girl program, increasing investment in girls, operating more efficiently, and speaking with one voice to tell our unique Girl Scout story—both to the members of our great Movement and to those who aren't members yet.

All these investments align with our vision, which is to bring the Girl Scout Movement to even more girls, in even more communities across the country and the world.



Notes

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